

29 January 2024

## OVERVIEW AND SCRUTINY COMMITTEE 2

Overview and scrutiny of:  
Corporate Resources  
Planning  
Estates, Assets and Parking  
Sport, Recreation and Resorts

A meeting of the **Overview and Scrutiny Committee 2** will be held on **Tuesday, 6 February, 2024 at 2.00 pm** in the **Council Chamber, Forde House Offices, Newton Abbot, TQ12 4XX**

PHIL SHEARS  
Managing Director

### Membership:

Councillors Sanders (Chair), Buscombe (Vice-Chair), Bullivant, Hall, Hayes, Henderson, C Parker, P Parker, Parrott, Peart, Purser, Rollason and Swain

**Please Note:** The public can view the live streaming of the meeting at [Teignbridge District Council Webcasting](#) (public-i.tv) with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public.

## AGENDA

1. **Apologies**
2. **Minutes of the previous meeting** (Pages 3 - 6)
3. **Declaration of Interest**
4. **Public Questions (if any)**

Members of the public may ask questions of the Chair. A maximum period of 15 minutes will be allowed with a maximum period of three minutes per questioner. The deadline for questions is no later than three working days before the date of the meeting i.e. should the meeting be on a Thursday the deadline would be the Friday before at 5pm.

5. **Councillor Questions (if any)**

Members of the Council may ask questions of the Chair of the Committee subject to procedural rules. The deadline for questions is no later than three clear working days before the meeting.

6. **Executive Forward Plan**

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

7. **Work Programme**

(Pages 7 - 12)

To review the Committee's work programme

8. **Final Financial plan Proposals 2024/25 to 2026/27**

(Pages 13 - 92)

To consider the attached report which includes the Executive report and appendices for the Executive meeting on 13 February 2024

9. **Executive Member biannual updates**

Cllr G Taylor – Planning

Cllr Palethorpe – Estates, assets and parking

10. **Feedback on Task and Finish Groups**

11. **Exclusion of the press and public**

It is considered that the Committee would be unlikely to exclude the press and public during consideration of the items on this agenda, but if it should wish to do so, the following resolution should be passed:-

**RECOMMENDED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting of the particular item(s) on the grounds that it involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A of the Act.

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

## **OVERVIEW AND SCRUTINY COMMITTEE 2**

### **TUESDAY, 9 JANUARY 2024**

Present:

Councillors Sanders (Chair), Buscombe (Vice-Chair), Bullivant, Hall, Hayes, C Parker, P Parker, Purser and Rollason

Members Attendance:

Councillors Keeling, Nutley, Steemson and Thorne

Apologies:

Councillors Henderson, Parrott, Peart and Swain

Officers in Attendance:

Trish Corns, Democratic Services Officer

Kay Fice, Scrutiny Officer

Martin Flitcroft, Chief Finance Officer & Head of Corporate Services

Christopher Morgan, Trainee Democratic Services Officer

#### **1. MINUTES**

It was proposed by Councillor Buscombe, seconded by Councillor C Parker and

RESOLVED The Minutes of the meeting held on 12 December 2023 be approved as a correct record and signed by the Chairman.

#### **2. DECLARATIONS OF INTEREST**

Cllr Bullivant declared an interest in regard to Minute 5 and 6 below relating to the budget by virtue of being the vice chair of Devon Pensions.

#### **3. PUBLIC QUESTIONS**

None

#### **4. COUNCILLOR QUESTIONS**

None.

#### **5. EXECUTIVE FORWARD PLAN**

The Executive Forward Plan listing items to be considered over the next few months was noted, and consideration was given to whether any items were to be requested to come forward to the Committee prior to being considered by the Executive. There were no requests for items to come forward to the Committee.

## 6. WORK PROGRAMME

The committee's work programme as circulated with the agenda showing issues to be considered by the Committee over the next few months was noted.

## 7. EXECUTIVE MEMBER BIENNIAL UPDATES

Councillor Keeling provided the biennial update on his portfolio of corporate service. The review of the Council's strategic plan setting out the priorities and objectives which had recently commenced, and the ongoing intensive training programme for Councillors since the elections in May 2023 were highlighted.

Scrutiny of performance was currently achieved by the Committee monitoring performance against the strategic plan's priorities and objectives through the quarterly reports.

Cllr Keeling advised that responses to questions relating to how much had been spent since 2020 creating jobs, and investing in town centres would be available in the Members newsletter when confirmed.

The update can be viewed at the link below:

<https://democracy.teignbridge.gov.uk/ieListDocuments.aspx?CId=393&MId=3263&Ver=4>

The biennial update from the Executive Member for Planning was deferred until the next meeting.

## 8. INITIAL FINANCIAL PLAN PROPOSALS 2024/25 TO 2026/27

The Chair referred to the agenda report on the initial financial plan proposals 2024/25 to 2026/27 considered by the Executive on 4 January 2024.

The Deputy Leader and Executive Member for corporate resources presented the proposals including draft revenue and capital budgets for the three years 2024/25 to 2026/27. The budget was balanced using earmarked reserves. The main issues considered were:

- The level of council tax and the proposal to increase it by £5.70 (2.99%).
- Reducing central funding and the need to make ongoing efficiencies using invest to save where possible.
- Maintaining 100% council tax support.
- The ongoing impact of post pandemic activity and economic conditions on income streams and changing Government funding.
- Continuing to react to the climate change emergency by maintaining ongoing budgets for a climate change officer and associated spending, temporary staffing resources in revenue and provision in the capital programme, including ongoing provisions for corporate decarbonisation schemes as per report paragraph 5.5.

## Overview and Scrutiny Committee 2 (9.1.2024)

- A £2 million provision for employment sites funded by borrowing.
- Continuing funding for a Scrutiny Officer to assist Members with the Scrutiny function and working groups and other temporary resources for facilitating the Modern 25 work.
- Authority for Executive to exceed the approved overall revenue budget by up to £200,000 per report paragraph 4.25.
- Introduction of a blue badge car parking permit at £215 per annum as detailed in 4.3 including the appointment of a Technical Support Officer to administer the scheme.
- Support for housing including the Teignbridge 100 (see 5.3) whilst backing business and bringing people and organisations together for local neighbourhood planning.
- Infrastructure delivery plan investment funded by community infrastructure levy (CIL) and external sources where available (report paragraph 5.4); continuation of grant-funded South West Regional Coastal Monitoring Programme as per report paragraph 5.6.
- Town centre investment in infrastructure and employment as per report paragraph 5.7
- Revenue contributions to capital being maintained at £500,000 per annum
- Councillors community fund set at £1,000 each
- Paying £1,000,000 off our pension deficit liability to reduce on going contributions and reduce the budget gap year on year
- The level of reserves necessary for the council as per report paragraph 4.22 – recommended at £2.4 million.
- Estimated revenue budget gap of £4.5 million in 2026/27 and ongoing gaps (before use of remaining earmarked reserves) and action required to address this from established working groups informing Overview & Scrutiny on work to reduce the gap (report paragraph 4.26).

The medium-term financial plan (MTFP) task and finish group were looking at the Council's financial strategy and plan to make savings over the next few years.

It was unanimously,

**RECOMMENDED** The Committee recommends that Council resolves to approve the council tax base of 50,939 for 2024/25 as set out in appendix 2 at agenda page 51.

### **9. FEEDBACK ON TASK AND FINISH GROUPS**

Councillor Thorne, the Chair of the MTFP task and finish group referred to the agenda report and sought Committee support for the recommendations of the group as detailed.

It was noted that there would be exceptions to recommendation 3 such as unexpected costs, for example emergency works to maintain services to the public and costs incurred by issues such as the national pay deal.

It was unanimously

**RECOMMENDED** The Committee supports the recommendations of the task and finish group as set out in the report below as follows, bearing in mind that there will be exceptions to recommendation 3 as above:

The Executive is recommended to:

1. In principle to support the maximum Council Tax increase.
2. Reserves:
  - I. Funding Reserves should be used to support the revenue budget only as a last resort when all other avenues have been explored.
  - II. To reduce the financial gap in future years, a proportion of funding resources should be directed to reduce the pension fund deficit.
  - III. In principle aim to increase the level of General Reserves from £2.3m to £2.4m
  - IV. In terms of the funding reserve (being used to 'balance the books') it was agreed that the absolute minimum level of this in future years should be £3m but the Council should aim for £5m which will enable the capital programme and other schemes to go ahead.
3. The Medium-Term Financial Plan (MTFP) Task & Finish Group, in recognising the financial challenges the council faces, recommends that O&S Committee and Executive and Council rejects any proposal coming forward that has a net cost to the council. All proposals must be balanced or exceeded by identified savings without using those listed in the M25 programme or further use of earmarked (funding) reserves.

CLLR S SANDERS  
Chair

**OVERVIEW & SCRUTINY COMMITTEE (2) WORK PROGRAMME 2024**

**Economy, Business and Tourism; Planning; Corporate Resources; Sport, Recreation and Culture**

**Chair - Cllr Sanders  
Vice chair - Cllr Buscombe**

**Portfolio Holders  
Corporate Resources (Cllr Keeling)  
Planning (Cllr G Taylor)  
Estates, Assets and Parking (Cllr Palethorpe)  
Sport, Recreation & Resorts (Cllr Nutley)**

The Overview and Scrutiny Committee Work Programme details the planning activity to be undertaken over the coming months.

The dates are indicative of when the Committee will review the items. It is a flexible programme however and it is possible that items may need to be rescheduled and new items added with new issues and priorities.

**Standing item**

6 Feb 2024	Report	Lead Officer / Next Steps
Final Financial plan Proposals 2024/25 to 2026/27	Report	Chief Finance Officer Executive member corporate resources.
Executive Member biannual updates	Presentation	Cllr Palethorpe – Estates, assets and parking Cllr G Taylor – Planning
Feedback on task and finish groups		

9 April 2024	Report	Lead Officer / Next Steps
Executive Member biannual update	Presentation	Cllr Nutley Sport, Recreation & Tourism
Council Strategy Q3 performance monitoring report	Report	Cllr Wrigley - Strategic Direction Performance and Data Analyst

18 June 2024	Report	Lead Officer / Next Steps
Executive Member biannual update	Presentation	Cllr Keeling Corporate Resources

## Task & Finish Groups

Group	Priority	Lead Officer
Economy -Mid Term Financial Plan	1	Head of Corporate Resources
Business and Tourism - Car Parking	1	Head of Place & Commercial Services
Corporate resources – Assets and estates	2	Head of Place & Commercial Services
Sport, recreation and culture – leisure services	2	Head of Corporate Services
Planning	3	Head of Place & Commercial Services

## Past meetings

11 July 2023	Report	Lead Officer/presenter
Council Strategy Q4 performance monitoring report	Report	Cllr Wrigley, Leader - Strategic Direction Performance and Data Analyst
Feedback on task and finish groups		

26 September 2023	Report	Lead Officer / Next Steps
Council Strategy Q1 performance monitoring report	Report	EM Performance and Data Analyst
Feedback on task and finish groups		

12 December 2023	Report	Lead Officer / Next Steps
Executive Member biannual update	Presentation	Cllr Keeling - Corporate Resources
Feedback on task and finish groups	Interim Report	Chair of the Group
Call-in Future High Street Fund Executive decision 31October 2023	Report	Cllr Bullivant supported by Cllrs Atkins, Peart, Purser, Rogers, Smith, Thorne
Business rates discretionary rate relief policy Council Tax reduction scheme	Report	Cllr Keeling - Corporate Resources Service Manager, Revenue, Benefits and Customer Support
Council Strategy Q2 performance monitoring report	Report	Cllr Wrigley – Strategic Direction Performance and Data Analyst



--	--	--

9 January 2024 2pm	Report	Lead Officer / Next Steps
Initial Financial plan Proposals 2024/25 to 2026/27	Report	Chief Finance Officer Executive member corporate resources.
Executive Member biannual updates	Presentations	Cllr R Keeling - Corporate Resources
Feedback on task and finish group - Medium Term Financial Plan	Report	Chair of group Cllr Thorne Executive member corporate resources.

This page is intentionally left blank

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

**Submitted by:**

**Item for Consideration:**

**Expected outcome i.e. 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 (3-6 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 some time 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.

**Please return completed form to Democratic Services Department.**

**Teignbridge District Council  
Overview & Scrutiny 2  
6 February 2024  
Part i**

**FINAL FINANCIAL PLAN PROPOSALS 2024/25 TO 2026/27**

**Purpose of Report**

To consider the final financial plan proposals 2024/25 to 2026/27 for recommendation to Council on 27 February 2024.

These proposals include recommended revenue and capital budgets for 2024/25 and planned in outline for 2025/26 and 2026/27.

**Recommendation(s)**

**The Committee is recommended to resolve:**

**That the Overview and Scrutiny Committee 2 recommends that these proposals be considered together with any subsequent consultation comments for approval by Council as the final budget for 2024/25 and the outline plan for the subsequent years 2025/26 and 2026/27.**

**The proposed budget includes:**

- **An increase in council tax of £5.70 or 2.99% to £196.41**
- **Maintaining 100% council tax support**
- **Continuing to react to the climate change emergency by maintaining ongoing revenue budgets for a climate change officer and associated spending, temporary staffing resources in revenue and provision in the capital programme, including ongoing provisions for corporate decarbonization schemes as per 5.5**
- **A £2 million provision for employment sites funded by borrowing**
- **Temporary funds for a Scrutiny Officer to assist Members with the Scrutiny function and working groups; other temporary resources including for facilitating the Modern 25 work**
- **Support for housing including the Teignbridge 100 (see 5.3) whilst backing business and bringing people and organisations together for local neighbourhood planning**
- **Other central funding reductions – in particular provisional assumptions for business rates for future years and reset of the baseline**
- **Reserves at 12.7% of the net revenue budget or £2.4 million**
- **Infrastructure delivery plan investment funded by community infrastructure levy and external sources where available**
- **Continuation of grant funded South West Regional Monitoring Programme as per 5.6**
- **Town centre investment in infrastructure and employment as per 5.7**

- **Increasing revenue contributions to capital to £500,000 per annum**
- **Introduction of a blue badge car parking permit and associated staffing resources**
- **Councillors community fund set at £1,000**
- **Paying £1,000,000 off our pension deficit in 2024/25 to reduce ongoing contributions**
- **Maintaining existing voluntary grant contributions**
- **The Financial Plan 2024 – 2029 as updated for adoption (at Appendix 8) and to facilitate Member progression of work plans by Overview & Scrutiny to address the budgetary position and deliver savings**

## **Financial Implications**

The financial implications are contained throughout the Executive report attached. The main purpose being to formulate the initial budget proposals for both revenue and capital budgets and medium term financial plan covering the years 2023/24 to 2026/27.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## **Legal Implications**

The Executive is required under the budget and policy framework procedure rules in the constitution (section 7(a) and 7 (b)) to agree and recommend a budget to Council each year. See section 8 of the attached report.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## **Risk Assessment**

The risks involved in not setting a balanced budget are highlighted throughout the attached report. The major risks are in 3.9, 4.14, 4.16 and 4.27 with reference to uncertainties as to income projections, future funding – particularly business rates retention and New Homes Bonus and an alternative funding stream to replace New Homes Bonus when this is scrapped. A programme of identifying savings or increased income is required to meet the budget gaps in 2026/27 and future years thereafter if additional funding is not provided from Government.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## **Environmental/ Climate Change Implications**

The revenue budget supports the funding of a Climate Change Officer and associated revenue budget and capital projects are highlighted which contribute towards our climate change objectives in appendix 7 – capital programme. Additional temporary staffing resources are proposed within the revenue budget to assist with the implementation of various works to meet our climate change aspirations.

David Eaton – Environmental Protection Manager  
Tel: 01626 215064 Email: david.eaton@teignbridge.gov.uk

## **Report Author**

Martin Flitcroft – Chief Finance Officer  
Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk

## **Executive Member**

Councillor Richard Keeling – Executive Member for Resources

## **Appendices/Background Papers**

Executive report 13 February 2024 and associated appendices  
Budget and settlement files  
The Constitution

### **1. PURPOSE**

- 1.1** To consider the final financial plan proposals 2024/25 to 2026/27 as appended, to be considered by the Executive on 13 February 2024.
- 1.2** These proposals include recommended revenue and capital budgets for 2024/25 and planned in outline for 2025/26 and 2026/27.
- 1.3** The report and appendices to be considered by the Executive on 13 February 2024 are appended for ease of reference. Members are asked to refer to these papers for all background information.

This page is intentionally left blank



**Teignbridge District Council  
Executive  
13 February 2024  
Part i**

**FINAL FINANCIAL PLAN BUDGET PROPOSALS 2024/25 TO 2026/27**

**Purpose of Report**

To consider the final financial plan proposals 2024/25 to 2026/27 for recommendation to Council on 27 February 2024.

These proposals include recommended revenue and capital budgets for 2024/25 and planned in outline for 2025/26 and 2026/27.

**Recommendation(s)**

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

**Resolve**

**That these proposals be considered together with any subsequent consultation comments for approval by Council as the final budget for 2024/25 and the outline plan for the subsequent years 2025/26 and 2026/27.**

**The proposed budget includes:**

- **An increase in council tax of £5.70 or 2.99% to £196.41**
- **Maintaining 100% council tax support**
- **Continuing to react to the climate change emergency by maintaining ongoing revenue budgets for a climate change officer and associated spending, temporary staffing resources in revenue and provision in the capital programme, including ongoing provisions for corporate decarbonization schemes as per 5.5**
- **A £2 million provision for employment sites funded by borrowing**
- **Temporary funds for a Scrutiny Officer to assist Members with the Scrutiny function and working groups; other temporary resources including for facilitating the Modern 25 work**
- **Support for housing including the Teignbridge 100 (see 5.3) whilst backing business and bringing people and organisations together for local neighbourhood planning**
- **Other central funding reductions – in particular provisional assumptions for business rates for future years and reset of the baseline**
- **Reserves at 12.7% of the net revenue budget or £2.4 million**
- **Infrastructure delivery plan investment funded by community infrastructure levy and external sources where available**

- Continuation of grant funded South West Regional Monitoring Programme as per 5.6
- Town centre investment in infrastructure and employment as per 5.7
- Increasing revenue contributions to capital to £500,000 per annum
- Introduction of a blue badge car parking permit and associated staffing resources
- Councillors community fund set at £1,000
- Paying £1,000,000 off our pension deficit in 2024/25 to reduce ongoing contributions
- Maintaining existing voluntary grant contributions
- The Financial Plan 2024 – 2029 as updated for adoption (at Appendix 8) and to facilitate Member progression of work plans by Overview & Scrutiny to address the budgetary position and deliver savings

## Financial Implications

The financial implications are contained throughout the report. The main purpose being to approve the final budget proposals for both revenue and capital budgets and medium term financial plan covering the years 2023/24 to 2026/27.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## Legal Implications

The Executive is required under the budget and policy framework procedure rules in the constitution (section 7(a) and 7 (b)) to agree and recommend a budget to Council each year. See section 8 of the report.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## Risk Assessment

The risks involved in not setting a balanced budget are highlighted throughout the report. The major risks are in 3.9, 4.14, 4.16 and 4.27 with reference to uncertainties as to income projections following the current economic conditions, future funding – particularly business rates retention and New Homes Bonus and if an alternative funding stream to replace New Homes Bonus is provided when this is scrapped. A programme of identifying savings or increased income is required to meet the budget gaps for future years if additional funding is not provided from Government.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: [martin.flitcroft@teignbridge.gov.uk](mailto:martin.flitcroft@teignbridge.gov.uk)

## **Environmental/ Climate Change Implications**

The revenue budget supports the funding of a Climate Change Officer and associated revenue budget and capital projects are highlighted which contribute towards our climate change objectives in appendix 7 – capital programme. Additional temporary staffing resources are proposed within the revenue budget to assist with the implementation of various works to meet our climate change aspirations.

David Eaton – Environmental Protection Manager  
Tel: 01626 215064 Email: david.eaton@teignbridge.gov.uk

## **Report Author**

Martin Flitcroft – Chief Finance Officer  
Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk

## **Executive Member**

Councillor Richard Keeling – Executive Member for Resources

## **Appendices/Background Papers**

App 1 – Budget timetable 2024/25  
App 2 – Recommended council tax base 2024/25  
App 3 – Council tax calculator 2024/25  
App 4 – Summary revenue plan 2023/24 onwards  
App 5 – Revenue budget detail  
App 6 – Fees and charges summary  
App 7 – Capital programme  
App 8 – Financial Plan 2024 - 2029  
Budget and settlement files  
The Constitution

### **1. PURPOSE**

- 1.1** To consider the final financial plan proposals 2024/25 to 2026/27 for recommendation to Council on 27 February 2024.
- 1.2** These proposals include recommended revenue and capital budgets for 2024/25 and planned in outline for 2025/26 and 2026/27.

### **2. SUMMARY**

- 2.1** Recent budgets have taken account of reducing government grant over the period of the last comprehensive spending review. We have received the provisional local government finance settlement for 2024/25 which in

accordance with according to the policy statement issued on 5 December is a settlement for one year. The 3% funding increase guarantee grant and the 'Services Grant' - provided for all local authorities – continue. A further announcement on 24 January announced that the funding guarantee grant would increase to 4% as part of the final settlement and there would be an increase in the rural services delivery grant. The 'Services' Grant allocation for Teignbridge reduces to £0.022 million from £0.137 million this year. New Homes Bonus (NHB) is extended for one more year but with no legacy payments. Council tax thresholds are maintained at the higher of 3% or above £5 (see 4.5 for full explanation). 100% business rates retention was promised in earlier consultations but with the transfer in of some funding obligations. Government had suggested introducing 75% business rates retention however this appears to be scrapped now as part of the levelling up agenda. We will continue to work as a Business rates pool with the rest of Devon. New homes bonus legacy payments have reduced over a number of years. The reduction was from 6 years to 5 years in 2017/18 and then to 4 years from 2018/19. An initial baseline reduction of 0.4% was also set for 2017/18 reducing the Bonus further. No further modifications were made in 2018/19 through to 2023/24. For 2024/25 New Homes Bonus continues for a further year. Government had indicated its intention to cease New Homes Bonus in future years with further consultation to take place next year about any future replacement. See also 4.15 below.

- 2.2** We have benefitted from previous savings plans and restructuring efficiencies are still producing cost reductions. This budget also benefits from the Strata partnership. We are using the Modern 25 agenda as part of the recovery plan to identify savings through service reviews following the successful Business Efficiency Service Transition (BEST) 2020 reviews and Better 2022 initiatives in earlier years.
- 2.3** The economy still remains turbulent due to fallout from the pandemic, international developments and the uncertainties continue about future demand, supply and outcomes now that we have left the European Union and recessionary economic conditions and cost of living impacts. Teignbridge saw significant losses in income – in particular from fees and charges, rental income has also seen significant reductions. Some good recovery has taken place in specific income streams but some are still below pre pandemic projections.
- 2.4** General increases in most off street parking charges are proposed to cover inflation and in particular the continuing higher business rates from revaluations which mainly falls on car parking. A new charge has been introduced for blue badge permits (see also 4.3 below).
- 2.5** Business rates are revalued nationally. There is transitional relief so that reductions and increases will take five years to work through. Our on-going investment in Newton Abbot will enhance its vitality and viability and improve access to and within the town centre.

**2.6** The capital programme to 2026/27 includes infrastructure delivery plan projects, which are vital to the development and accessibility of the area, funded by CIL and external sources where available. A contribution of £1.0 million was recently approved towards the Teign Estuary Trail. The investment in housing continues including the significant provision for social and affordable housing (The Teignbridge 100) and investment in efficient heating systems and other support measures such as disabled facilities. There are provisions for spending on climate related schemes, including infrastructure for Battery Electric Vehicles as part of the fleet replacement, supporting local businesses with green business grants and a provision for the second phase of decarbonisation at Broadmeadow Sports Centre, partly funded from Public Sector Decarbonisation Fund grant. The main aim of the capital programme is to reduce our impact on climate change and become carbon neutral, create more affordable homes and jobs. Provision is also included for town centre investment, including the Future High Streets Fund schemes, and employment infrastructure to help stimulate growth in the local economy and ensure it is an attractive and well-connected environment for local businesses. Prudential borrowing supports a number of projects where a good return on capital can be demonstrated. The South West Regional Coastal Monitoring Programme continues, fully funded from Environment Agency grant.

### **3. BACKGROUND**

- 3.1** The budget and policy framework procedure rules in the Constitution set out the process for developing annual budgets and their approval by Council. Thus there is a budget timetable in the Executive forward plan which includes Overview and Scrutiny 1 and 2 consideration of the financial plan proposals. The detailed **timetable** is shown at **appendix 1**. The Council is responsible for the adoption of its budget including approving the appropriate level of council tax.
- 3.2** Previous budgets took account of reductions in government grant. An ambitious programme of **savings** was identified reducing costs and increasing income. **Revenue support grant** was cut by £1.0 million in 2015/16, just under an additional £0.9 million in 2016/17 and a further reduction of £0.75 million in 2017/18. In 2018/19 the reduction was just under £0.5 million leaving revenue support grant at just under £0.4 million. We received nothing in 2019/20 to 2022/23. In 2023/24 we are receiving £245,000. For 2024/25 we will receive £261,000 but this is mainly due to the transfer in of council tax admin and annex grants previously paid separately up to the end of 2022/23.
- 3.3** The fall out post pandemic continues to impact on income streams in future years with a gradual recovery. Capital schemes providing positive net income have also been reflected within the medium term financial plan.
- 3.4** **Modern 25**, continuing review of Business Plans and O&S scrutiny working groups are the key options for exploring reduction in budgets and also to evaluate the pressures of investment that might be required to deliver those savings. The savings that can be made to date have been built into the budgetary figures.

- 3.5** Our ten year Strategy (which is being reviewed) takes us to 2030. 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 amendments to the council tax support scheme. The scheme already makes provision for an uplift in income band thresholds so we can protect claimants from receiving reduced levels of support as a result of an uplift in their state benefits if necessary. A budget survey was planned and has been put on the website and publicised to encourage feedback. In particular it will be brought to the attention of **businesses**, the residents' panel and Teignbridge relationship groups.
- 3.7** The current council tax for Teignbridge is £190.71 per year for an average band D property. The 2023/24 **tax base** or effective number of properties for calculating council tax income is 50,215. Thus current year council tax income for the district is estimated at £9.6 million as shown in **appendix 2 - the recommended council tax base 2024/25**. A table of values for various increases in council tax is shown at **appendix 3 - the council tax calculator**.
- 3.8** Of the current total average annual £2,279.30 council tax collected per property, Teignbridge keeps just over 8% or just over £3.67 per week for its services. 72% goes to County, 12% to the Police, 4% to the Fire Authority and 4% to parishes and towns for their local precepts.
- 3.9** Significant government funding and cost changes affecting us for current and future years are as follows:

Pay increases for current and future years. A one year deal to employees as tabled by the National Employers for Local Government Services for 2023/24 for a flat rate of £1,925 has been approved and implemented and has been reflected in the update to the current year's salary budgets. There is no agreed increase for next year however an assumption of 2% for next year and thereafter had been built into the financial plan proposals last year. With further increases to the minimum wage and cost of living pressures likely to continue the assumption has been increased to 4% for 2024/25 and dropping back to 3% for 2025/26 and thereafter.

The actuarial valuation of the Devon pension for 31 March 2022 has increased the primary employers contribution rate by 3% to 19.6% from 1 April 2023. These extra costs are partly offset by a reduction in our past deficit contributions (secondary rate) which reduced this year by £196,520. **£80,000 of this reduction is due to paying off £1 million of the deficit in 2022/23**. We also repaid a further £500,000 in 2023/24 to reduce the overall deficit and drive down the past deficit contributions and provide ongoing returns; The continuing uncertainty on reforms to New Homes Bonus paying only legacy payments reducing receipts and the proposal to potentially cease New Homes Bonus after 2024/25 or 2025/26 and whether there will be an

alternative source of housing funding and what that level of funding will be going forward;

The outcome of any future consultation on the changes to business rates. A delayed reset of the baselines for the business rates retention scheme is now assumed in 2026/27 rather than 2025/26 and the impact on the business rates retained for 2026/27 and thereafter. It is assumed there will be some damping in 2026/27 however it is not clear how this will be implemented or the level of damping and timeframe of provision.

Additional running costs to maintain delivery of the refuse and recycling service in relation to the leasing costs of the various vehicles. Reduction in the selling price for recyclable waste.

Other budget pressures anticipated and included are for the impacts of inflationary pressures and general activity levels. Any other gap can be met by use of earmarked reserves (with any additional shortfall in year being investigated and further savings being made in year).

We have progressed work to find **savings** to alleviate these budget pressures and these include the following:

**Providing additional contributions to the pension fund to reduce on going deficit contributions in future years as noted above.**

**The mid year review of fees and charges to counteract the additional inflationary costs we are incurring has created additional income of over £346,000 per annum for future years.**

**Exploring the best options for investment of our cash deposit funds to increase the interest we receive in our cash flow management activities.**

**Reviewed quick wins and smaller budgetary spends and adjusted accordingly. (Modern 25)**

**Incorporating new/updated letting arrangements, reprofiling other contributions and spends to align with costs being incurred. Reducing spend budgets as appropriate e.g. advertising, consultancy, cleansing, contributions etc. (Modern 25)**

**Funded substantive positions from grant funding received by Government e.g. homelessness. (Modern 25)**

**Income budgets have been realigned for new charging opportunities e.g. waste containers at new properties. (Modern 25)**

**There has been significant vacancy management savings arising helping with in year pressures.**

- 3.10** The Executive has had two **monitoring** reports this financial year on 10 July and 12 September 2023. These have updated current year budgets and also future year forecasts.

#### **4. REVENUE FINANCIAL PLAN**

- 4.1** **Appendix 4** to this report is the draft budget scenario for the next three years. The effects of budget variations in 2023/24 already approved by Executive and Full Council are included.

- 4.2** Proposed **fees and charges** draft income totals for each service are shown at **appendix 5**. Detailed recommended fees and charges have been available on the website since early in January at this [link](#). There are general changes for most charges to reflect significant inflationary increases in costs for these services with some areas being altered to reflect better alignment to cost recovery and/or comparable charges/market rates elsewhere. 'Jam Packed' Leisure membership fees remain frozen at £39 per month. There are general increases in other leisure charges. There has been a statutory change to planning application fees with effect from 6 December 2023 and the new charges are incorporated into the budget proposals. Major planning application fees increase by 35% and fees for other applications by 25%.
- 4.3** Changes to car parking charges are mainly inflationary and again to cover increases in costs due to inflation. This will also help towards increases in card payment charges and rates increases arising from the revaluations that mostly affects car parks. The main changes have been to increase charges generally across the majority of car parks including permits. Car parking will continue to be free after 6 pm. A new permit for blue badge holders has been proposed at a fee of £215 per annum which will require approval to appoint a Technical Support Officer to administer the scheme.
- 4.4** The successful opt in green waste subscription remained unchanged at £55 at the mid year review of charges in 2023/24 and the fee remains at £55 for 2024/25. The fee continues to be below the national average.
- 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 continue to be 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 has previously expected 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. The policy statement issued on 5 December 2023 again confirmed there would be no restrictions for towns or parishes.
- 4.7** The extra income from any increase in **council tax** is shown at **appendix 3** and this additional amount would be recurring in future years. The proposal is to increase council tax in Teignbridge by 2.99% or £5.70 to £196.41. **This is the annual charge for an average band D property and the increase equates to less than 11p a week. A 2.99% increase has been assumed for 2025/26 and 2026/27. The band A equivalent increase for 2024/25 is £3.80 which equates to just over 7p per week.**



The Teignbridge element of the council tax bill goes towards funding the services we provide. We recycle your household waste, take away your rubbish, clean your streets, make sure your food is safe, work with others to reduce crime, decide planning applications, create and attract new jobs, consider licensing applications, support people in need with housing and council tax reduction schemes, and support voluntary organisations.

We work with a whole range of organisations to do things such as support public transport and greener travel – for example cycle routes, protect the environment, look after your street signs, administer council tax for over 64,000 households, look after homeless families, work with partners to provide housing, deliver new jobs and bring prosperity to our beautiful area.

We organise elections, improve housing conditions for vulnerable households, promote better energy efficiency, deal with stray dogs, graffiti and fly-tipping; provide renovation grants for unfit properties, deal with noise complaints, provide car parks, check out bonfire nuisances among many others.

In one way or another, the work we do looks after more than 134,000 people across 260 square miles of land, stretching from the moor to the sea.

**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** **Second homeowners council tax premium** - The Levelling Up and Regeneration Act 2023 allows Billing Authorities the discretion to charge second homeowners a council tax premium of 100% (so a second home dwelling would pay double the council tax charge). The Act requires Billing Authorities to have a minimum period of 12 months between making its first determination and the financial year in which it takes effect. That means the earliest that Councils can introduce it is for the start of the 2025/26 financial year, i.e. 1 April 2025. At Council on 12 January 2023, Council approved charging up to an extra 100% council tax in second homes.

Now that the legislation has been passed, it is recommended to Council to adopt a further resolution to charge a council tax premium on second homes from 1 April 2025. This has been detailed in a separate report to Members. The estimated additional yield from council tax would be £2.7 million of which the Council's share would be approximately £0.2 million (8%). This figure may alter depending on the action taken by those who own second homes.

The key impact of second homes is to remove a significant number of homes from the local housing market, with properties that would otherwise be available to provide permanent homes for local people being used as holiday homes by people whose primary residency is outside the district. For this reason, there appears to be a need to ensure that the additional money raised by the second homes premium should be invested back into housing. Teignbridge Council is working with other councils across Devon to make the

case that all the additional tax raised should be ringfenced to address housing challenges, including to acquire existing properties to provide temporary accommodation, to support people with complex needs and the provision of specialist accommodation with supported facilities for care leavers.

- 4.10 Settlement funding** of business rates retention baseline to the Council from Government is £3.5 million for the current year.
- 4.11** We had a **four year funding deal** which ended in 2019/20 and one year settlements between 2020/21 and 2022/23. We received a further one year settlement for 2023/24 and some clarity for elements of 2024/25. For 2024/25 we have yet another one year settlement with no clarity about any longer term funding stability. Uncertainty exists for 2026/27 when the delayed proposed reset of the baseline is likely to occur, reducing gains established from growth and altering business rates retention. Some damping is assumed.
- 4.12** The **business rates retention 50%** funding system started on 1 April 2013. Rules for charging and rateable values are still set nationally by Government and the Valuation Office respectively. The system includes top ups, tariffs, levies and safety nets. The latter is to protect income to some extent within overall reducing national funding levels. The system is more complicated as Government has introduced small and rural business rates relief. The cost of this through loss of rates retention income to Teignbridge is generally covered by separate specific grant.
- 4.13** Within Devon it has been beneficial for authorities to form a **rates pool** to avoid any payment of levy from Devon to the Government. With historic assumptions of moderate business growth in the area significant savings have been achieved increasing over the years. The pool also spreads the risk of any business downturn in an authority over all members of the pool and encourages economic prosperity across authority boundaries. The Devon pool became a 100% business rate pilot for 2018/19 following its successful submission and reverted back to a rates pool thereafter. It is anticipated that if business rates income were to stall/decline going forward the benefits of being in a pool for 2024/25 still exist and so an application for this has been submitted.
- 4.14** Teignbridge's position is better than the rates baseline because of estimated growth in business rates. We have also gained from pooling and this has been shown together with previous 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 have been reduced. Levies would cease but there may still be some opportunity for pooling of risk. Leaving the European Union and Covid 19 appeared to have initially delayed the roll out of any eventual 100% business rates retention and a reset of baselines in 2023/24 which has now been postponed and likely to be 2026/27 and will have a negative impact on funding levels. Previous settlements suggest that the initial move to 75% business rates retention is not to be pursued or the eventual 100% retention as a result of the levelling

up agenda so we await the outcome of how the funding changes and any correspondence or consultation will be explored in the next twelve months.

- 4.15 New homes bonus** is also part of core funding and is top sliced from settlement grant. It is based on additional property brought into occupation in the previous year with a higher amount for affordable housing. Teignbridge is estimated to receive £0.65 million for 2024/25.
- 4.16** Government reformed the new homes bonus reducing the length of payments from 6 years to 4 years. Since these original reforms payments were reduced further by elimination of any legacy payments and funding is for one year only. Government had intimated that it will cease New Homes Bonus after 2021/22 and replace with an alternative source of Housing funding. The spending review delay has allowed New Homes Bonus to continue for at least one further year in 2024/25 and to review and cease this funding in future years. No details are available to clarify what this will mean in terms of future funding and whether it will provide similar funding levels to that received under New Homes Bonus or nothing at all. Government had allowed it freedom to change the baseline previously however for 2024/25 this will be left unaltered at 0.4%.
- 4.17** Council tax benefit was replaced by **council tax support** from 1 April 2013. As the support reduces the tax base there is less council tax income for county, fire, police, and towns & parishes. The cost was around 90% funded by government grant initially but then transferred into main grant and not identified separately. The 10% shortfall was covered at Teignbridge, in the first year by one minor change to benefit, technical reforms, and use of transitional grant.
- 4.18** In 2020/21 the council tax benefit scheme changes moved us to an income banded scheme due to the existing scheme not being compatible with the roll out of Universal Credit and with the aim to simplify administration and support the most vulnerable. In 2021/22 the minor change was to ensure claimants are protected from any adverse impacts to the Council tax reduction scheme arising from measures introduced by the Government to support claimants through the Covid 19 crisis and ensures no additional cost to the scheme, preserving entitlement at original levels. No major changes to the scheme were made for 2022/23 apart from amending the income threshold for claimants in Band 1 to protect existing claimants currently receiving 100% within this band from receiving a reduction in support to 75% as a result of receiving a small increase in state benefits. For 2023/24 the minor changes were for a potential uplift in income bands to accommodate any increases in primary benefits. Similarly, for 2024/25 we are proposing to uplift the income band thresholds to reflect any Government increase in primary welfare benefits.
- 4.19** Teignbridge currently receives £285,000 for administering **housing benefit** and the 2022/23 grant of £158,000 for council tax support has now been rolled into revenue support grant funding for 2023/24 along with the council tax annex grant. **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.

- 4.20** The statutory minimum **National Living Wage** increased to £10.42 in April 2023 and will be £11.44 in April 2024. Continued exploration of apprenticeships and training will be encouraged to utilize available apprenticeship levy funding.
- 4.21** The **actuarial valuation** of the **Devon pension fund** effective from 1 April 2020 set Teignbridge contributions for future years. These were made up of a basic amount which increased from 14.6% to 16.6% for future service accrual plus an increasing cash sum to reduce the past service deficit. The amended cash sum payment started in 2020/21 at £1,254,000 increasing to £1,347,000 for 2022/23. We agreed to pay the past deficit contributions up-front to obtain a significant discount of 4.5%. The future service accrual contributions increased from 16.6% to 19.6% from 1 April 2023 however the past service deficit contributions have decreased to £1,090,000 in 2023/24 increasing to £1,140,000 in 2024/25 and £1,180,000 in 2025/26. We have also paid £500,000 off the pension deficit liability in 2023/24. This will generate further savings in future year's past service deficit payments. A further £1,000,000 is proposed to be paid in 2024/25 which will deliver savings of up to £80,000 every year.
- 4.22** Forecasts of investment income receivable have increased over the last year. The Bank of England's monetary policy committee (MPC) left interest rates unchanged at 5.25% in December 2023, with the market view being that they have now peaked. The MPC stated that monetary policy would need to be "sufficiently restrictive for sufficiently long to return inflation to the 2% target". There has been volatility over interest rate predictions, which have recently been particularly sensitive to data releases. Following recent speculation that rates may reduce as early as Spring 2024, a small rise in CPI inflation in December meant this is not now expected until around the third quarter of 2024, after which they are likely to decline slowly as inflationary pressures ease. Economic commentators forecast a rate of 4% by spring 2025.

Forecast investment income for the current year is £1,836,340 with an average daily lend of £39.3 million to the end of December 2023. This represents an average interest rate of 4.73% to the end of December. The average SONIA (Sterling Overnight Index Average) rate as published on the first of each month for April to December is 4.77%, so this is in line with benchmark expectations. It is forecast that Teignbridge's average rate for the year will be 4.56%.

It is anticipated that Council balances available for investment in 2024/25 will be lower due to capital expenditure and the repayment of government grants. Based on the forecast rates above and estimated projected cash-flows, investment income is expected to reduce in 2024/25 to £1,279,610. This is dependent on the progress of capital projects and other cash-flow influences such as receipt of government grants and developer contributions, all of which

are subject to change. Investment income is then forecast to fall to around £361,000 in 2026/27 as both interest rates and amounts available for investment reduce.

Over the last year, the Council has made use of its internal balances to rule out the need for external borrowing. With an underlying need to borrow (Capital Financing Requirement) of £21.0 million at the beginning of 2023/24 (estimated to be £23.7 million by the end of the year) and assuming a combination of Public Works Loans Board (PWLB) 10-year and 25-annuity loans (adjusting for lost investment interest at 4.56%), this represents interest saved of around £157,000.

The PWLB has revised its borrowing conditions and CIPFA has revised its guidance so that loans are not available to finance investments which are primarily for financial yield.

- 4.23** The latest professional guidance on **reserves** issued in November 2008 recommends a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing and a contingency to cushion the impact of unexpected events or emergencies. Earmarked reserves can also be built up to meet known or predicted requirements. Teignbridge operates with a low level of reserves compared to many districts and will look to utilize earmarked reserves to balance any funding gaps in the medium term financial plan as appropriate. It is proposed that general reserves are increased from £2.3 million to £2.4 million to build in some resilience for inflationary pressures.
- 4.24** There are no known significant contingent liabilities, provision has been made for other smaller potential liabilities. The current funding regime including rates retention, new homes bonus and council tax support carries a risk for us of likely more volatility in resources. We are more reliant on income generated from our own fees and charges as government funding reduces and some ongoing reduction in income in areas hit by the economic climate and outfall from the pandemic has created significant uncertainty on likely income receivable for the foreseeable future and predicting trends.
- 4.25** The Audit Commission December 2012 report 'Striking a balance' stated that reserves are an essential part of good financial management. They help councils cope with unpredictable financial pressures and plan for their future spending commitments. The proposed budget recommends general reserves to be increased from £2.3 million to £2.4 million being 13.4% of the net revenue budget in 2023/24 and 12.7% in 2024/25. This equates to 12.4% and 13.4% in the two subsequent years. General reserves are held to accommodate continuing future uncertainties and increasing reliance on generating our own income.
- 4.26** Historically the **Executive** has **authority** to exceed the approved overall revenue budget by up to £100,000 from general reserves to meet unexpected expenditure within the year. The aim is to replenish the reserves in the same year by making compensating savings as soon as possible. Following a

review and approval of the doubling of the financial limits it is proposed that this is now at the revised level of £200,000 for future years. All other decisions with regard to budgetary change will be approved by reference to virement rules in the financial instructions.

- 4.27** In conclusion these budget proposals show how Teignbridge can start to prepare for the grant reductions and anticipated funding regime changes by continuing to make savings and generate income. **The revenue budget is funded over the medium term by savings found, additional income and principally from use of earmarked reserves built up to cover anticipated future reductions in funding however significant work is still required to identify the significant budget gaps which arise as shown in appendix 4 and will be ongoing. The budget gap has worsened and is £4.2 million in 2026/27 before using earmarked reserves (line 14) built up to support the reduced funding. This is due to the additional pressures already mentioned above.** There may be a bigger budget gap if an alternative housing funding is not forthcoming or lower than the assumptions made. **The Chief Finance Officer (CFO) has a statutory duty to balance the budget each year and if this is not achievable at some point in the future it may be necessary for the CFO to issue a s114 notice. With no further work to address the gap it is anticipated that a s114 notice would have to be issued at the end of the 2026/27 financial year.** Right to buy receipts cease after 2024 increasing funding pressures on the capital programme. Further suggestions including the work with Ignite and the Modern 25 agenda will be worked up and costed to deliver savings to move towards balancing future budget years from 2026/27 alongside the ongoing investigation into commercial investment opportunities, alternative service delivery plans and review of our existing assets and their use and the work and findings from Overview & Scrutiny in relation to the MTFP. **The budget deficit for 2026/27 is likely to continue into future years and Members will be updated on progress with funding reforms/further Government funding /savings to determine how the funding gap can be closed in conjunction with work carried out by Overview & Scrutiny work on specific areas of the budget.**

The budget papers also include the updated Financial Plan at **Appendix 8** for approval at Full Council – the **Financial Plan 2024 to 2029**. The purpose of the plan is to define how the Council will structure and manage its finances over the next five years in order to deliver services and deliver savings, provide information around key funding streams, the inter relationship between revenue and capital and establish and adopt some key principles and proposals to be followed and worked through via the work plan involving Overview & Scrutiny.

- 4.28** These proposals include a £5.70 band D increase in council tax next year and 2.99% in subsequent years and substantial capital investment over the next three years. They are publicised and comments brought back to the Executive in February before making the final budget recommendation to Council for 27 February 2024.

## 5. CAPITAL PROGRAMME

**5.1** The programme is shown at **appendix 7** and is partly funded by sales of assets. Community Infrastructure Levy, Section 106 and grant from the Housing Infrastructure Fund is anticipated to fund the infrastructure plan. Contributions from revenue were re-introduced at £300,000 per annum initially from 2023/24 and now increasing to £500,000 in 2024/25 and future years. The programme between 2024/25 and 2026/27 has the following funding sources: Sales of assets (capital receipts) account for £4 million. There is an element of risk in forecasting receipts from sales, which can be subject to lengthy legal and planning processes. If forecast sales do not materialise, capital expenditure plans will need to be re-assessed. Community Infrastructure Levy (CIL) accounts for £19.7 million, largely for infrastructure projects, with a further £1.4 million from Section 106. Government grants account for £19.5 million of funding over the 3 years from 2024/25 to 2026/27. This includes £6.4 million assumed towards housing grants and affordable housing with other grants towards decarbonisation, open space, coastal monitoring, highways and regeneration. Several projects rely either partly or entirely on borrowing, the financing costs of which impact revenue budgets. Additional borrowing over the 3 years is forecast to be £31.3 million. All projects involving borrowing are appraised to ensure the borrowing is affordable.

**5.2** Government subsidy for housing disabled facilities grants through Better Care funding (received via Devon County Council) is assumed to continue at £1.4 million per annum. £1.7 million has been received in 2023/24, with the majority invested in grants towards the provision of disabled facilities and energy improvements. There is £0.36 million budgeted over the remainder of 2023/24 and 2024/25 towards Warm Homes Fund and Green Homes Fund schemes, funded from government grant.

**5.3A** A provision of £6.8 million has been made in 2023/24 for the construction of a social housing scheme in Sherborne House car park. The proposal is for a *Passivhaus* extremely energy-efficient design, enabling residents to benefit from lower energy bills. Subject to planning consent being granted, this scheme will be brought back to Full Council for approval in due course. Estimated construction costs are based on a desktop study carried out by an experienced local housing company, with assumptions being updated as more detailed work is carried out. It is assumed to be funded from a combination of Homes England and One Public Estate grant, S106 contributions, capital receipts and borrowing. This uses the balance of the funding allocated for Phase 1 of the Teignbridge 100 housing programme, in accordance with the priority Actions outlined in the Council Strategy for delivering affordable and social housing. To date, the programme has delivered:

- 7 units of housing allocated to local applicants in housing need at Drake Road and Well House, East Street, Newton Abbot
- 5 units of shared housing in Dawlish

- 5 units of rough sleeper accommodation in Dawlish, Teignmouth and Newton Abbot
- 4 homes for social rent in Chudleigh
- 15 homes for social rent under the government's Local Authority Housing Fund scheme, which in the short term provides accommodation for families with housing needs who have arrived in the UK via Ukrainian and Afghan resettlement and relocation schemes. Longer term, the homes will provide a supply of affordable housing for local communities.

The pipeline covers a range of urban and rural sites, including the Dartmoor National Park, with work ongoing to identify further means of delivery, whether this is direct or by partnership with developers and housing associations. The aim is to deliver the full programme over time, with pipeline projects being brought forward for approval in due course as details are firmed up. Schemes can move up and down the priorities pipeline depending on a number of factors, including planning constraints and affordability.

In relation to the previously approved custom-build housing scheme at Houghton Barton, an additional £0.6 million of ring-fenced central government grant funding has been received to enable delivery.

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

#### **5.4** The infrastructure delivery plan investment over the next few years contributes to:

- Improvements to the A382 – a further £1.0 million in 2023/24 making a total contribution since 2020/21 of £6.1 million, funded from Community Infrastructure Levy (CIL). There is a £0.2 million provision for South West Exeter bus services in 2025/26 and £1.5 million provision for transport hubs and public transport in 2023/24 and 2024-25, all funded from CIL.
- £5.6 million budgeted towards Dawlish link road and bridge between 2023/24 and 2024/25, funded mostly from government grant, with £1.3 million to be funded from CIL.
- Provision for Education in the wider Teignbridge area of £10.1 million, funded from community infrastructure levy.
- £1.4 million is provided for the final stages of land acquisition, instatement and endowment towards ongoing maintenance at Ridgetop Countryside Park. This is funded from Housing Infrastructure funding via Devon County Council. There is provision of £3.7 million towards new countryside parks in 2025/26 and habitat mitigation between 2023/24 and 2026/27, funded from



CIL. An additional £0.4 million is anticipated to be contributed to the RSPB in relation to cirl bunting habitat during the remainder of 2023/24 and 2024/25 and £20,000 towards improvements at Stover Park, both funded from Section 106 developer contributions.

- Sports and leisure provision of £5.2 million over the next 3 years, including £3.5 million to refurbish and further decarbonise Broadmeadow sports centre (approved by Full Council in July 2023). A provisional sum of £1.3 million is included for improvements to Dawlish leisure centre. Work continues on understanding the requirements to improve leisure provision post-Covid and this scheme will be brought back for approval as the business case is developed. Following recent improvements to play areas at Decoy and Ashburton Road in Newton Abbot and the Den in Teignmouth, provisions of £0.2 million are included for Powderham Park in Newton Abbot and Prince Rupert Way play area in Heathfield and other play area refurbishments.
- £1 million in CIL is allocated towards the Teign Estuary Cycle Trail, following approval at Full Council on 28 November 2023. £1.2 million in CIL is provisionally allocated to other cycle schemes over three years. £0.2 million of Garden Communities funding is being used towards the Ogwell Strategic Cycle Link.

**5.5** Following successful bids for grant funding under the Public Sector Decarbonisation Fund (PSDF) for Forde House offices, Newton Abbot Leisure Centre, Broadmeadow Sports Centre and Teignmouth Lido, a third phase application was made in relation to further measures at Broadmeadow Sports Centre. This second phase comprises fabric improvements, insulation and installation of an air source heat pump. In addition, consultation is underway to ensure that planned refurbishment proposals meet the needs of centre users. The aim is to deliver a sports centre fit for the future, benefiting both communities and the environment. Funding is a combination of PSDF grant, S106 contributions, revenue contributions and borrowing.

The Forde House offices decarbonisation and agile working project completed earlier in 2023/24, delivering a modern, flexible working environment. The project is also a significant step to phase out fossil fuel use from our buildings and represents a reduction in emissions equivalent to heating around 50 homes with natural gas. There is now the opportunity to let the ground floor of Forde House. The £4.9 million cost of the project is funded from a combination of grant, capital receipts, revenue contributions from the repairs and maintenance budget and borrowing.

In September 2023, Full Council approved the replacement of the vehicle fleet, with all suitable small, medium and large vans switching to Battery Electric Vehicles. £0.8 million is included in 2024/25 for the associated infrastructure improvements. The proposed project will reduce the Authority's Scope 1 Carbon Footprint by 58 tonnes CO<sub>2</sub> per annum and provide the

infrastructure necessary to support the long term future needs of a battery electric fleet.

For projects not covered by grant funding, a further £1.3 million provision over three years has been made for investment in carbon reduction measures covering the Authority's Scope 1 & 2 carbon footprint as part of the ongoing Carbon Action Plan, which is being developed by the Climate Change Officer. Likely provisions will target emissions arising from the Authority's top 15 sites by carbon emissions; provisions are likely to include: onsite renewable energy generation, renewable energy power purchase agreements, thermal fabric improvements and energy efficiency improvements.

A provision of £4 million between 2023/24 and 2025/26 is also made towards strategic energy infrastructure and low carbon, funded from CIL.

**5.6** The South West Regional Coastal Monitoring Programme (SWRCMP) is the largest of the National Coastal Monitoring Programmes in England, encompassing 2,450 km of coast between Portland Bill in Dorset and Beachley Point on the border with Wales. It is 100% funded by the Environment Agency. Since its inception in 2006 Teignbridge District Council have acted as the lead authority for the region. The Programme collects a multitude of coastal monitoring data, including topographic beach survey data, bathymetric data, LiDAR, aerial photography and habitat mapping and has a wave buoy and tide gauge network around the South West coast. The data feeds into a long term dataset showing changes to the beaches and coastline of the South West. It ensures that all Coastal Protection Authorities have the evidence to better understand the processes affecting the coast ensuring that coastal defence schemes are designed based on reliable information. In 2024/25 the programme will enter the fourth year of the current 6 year phase.

**5.7** There is a £2 million provision for employment sites, funded from borrowing and developer contributions where applicable. It is anticipated this will be spent on schemes on council owned land, either to invest in new assets or to enhance and make best use of those already available. This will encourage new and existing businesses to set up, move in and stay in the area. The aim is to create better paid jobs and business expansion for a more resilient local economy. Where people can both work and spend leisure time locally, carbon emissions are also reduced. Individual projects will come back to committee as appropriate as business cases are developed.

£0.8 million is included for further measures funded from the UK Shared Prosperity Fund as approved on 26 July 2022, including green business grants. An additional £31,705 is included following a successful grant bid to Heart of the South West LEP.

£14.5 million is included for town centre investment, including the adjusted Future High Streets Fund Market Hall and Queen Street improvement schemes as outlined in the 16 January 2024 Full Council report. These projects aim to help stimulate growth in the local economy and ensure it is an attractive and well-connected environment for local businesses. They are

funded from a combination of £6.5 million government grant, with the balance from prudential borrowing. These budgets are subject to the outcome of project variation approvals from the Department of Levelling Up, Housing and Communities.

£0.49 million is included over 2023/24 and 2024/25 for the creation of additional car parking at George Street, Teignmouth.

- 5.8** £0.07 million is included for a new financial management system between 2023/24 and 2024/25, which is required to meet the changing demands for financial information, reports and support. The new solution will create efficiencies and have enhanced reporting capabilities allowing managers to access financial information themselves.

There is also a further £1.3 million in provisions for IT infrastructure projects, software upgrades and applications to enable more effective, digital ways of working between 2023/24 and 2026/27. These items form part of the Strata business plan, which will be brought forward for approval in due course.

- 5.9** An exercise is currently underway to identify likely major expenditure requirement in relation to the Authority's critical assets over the medium term. This will feed into the asset review process and will mean identifying funding resources and prioritising expenditure. There are known issues around the need to further improve waste management infrastructure (workshop, offices, storage, welfare) and assets in need of fabric and heating improvements. The current position is that general fund capital receipts and revenue contributions are fully committed until 2027/28.

## **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 1 and 2 on 9 January 2024. They also scrutinised these final plans on 6 February 2024. Parishes and town councils have been advised of these proposals. There has been a budget meeting with town and parish councils on 19 December 2023.
- 6.2** A budget survey has been put on the website and publicised to encourage feedback. In particular it will be 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 27 February 2024.

## **7. TIME-SCALE**

The financial plan covers the years 2023/24 to 2026/27. Final consideration of the budget by Council is due on 27 February 2024. At that time the council

tax resolution is also approved which covers the total council tax including County, Fire, Police and towns & parishes.

**8. LEGAL / JUSTIFICATION**

The Executive is required under the budget and policy framework procedure rules in the constitution (section 7 (a) and 7 (b)) 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 27 February 2024.

## Budget timetable 2024/25

	October	November	December	January	February
Government (Chancellor) Autumn Spending Round Statement		22nd			
Provisional local government settlement			18th		
Town/parish initial budget/precept meeting			19th		
Executive papers sent out - initial budget proposals			20th		
Start of formal six weeks consultation period			20th		
Budget survey emailed to businesses			20th		
Executive - agree initial financial plan proposals including council tax base				4th	
Overview & Scrutiny 1 & 2 - consider Executive's financial plan				9th	
Council - approve council tax base				16th	
Final settlement expected				31st	
Deadline for business rates retention estimate to government, county and fire				31st	
Police and Crime Panel consider precept and approve					2nd
Overview & Scrutiny 1 & 2 - consider Executive's final financial proposals					6th
Executive - agree final financial plan proposals, including budget monitoring					13th
County Cabinet 10.30am budget meeting					9th
Devon County Council 2.15pm - set county precept and council tax					15th
Fire Authority - set fire precept and council tax					16th
<b>Council meeting - consider financial proposals and council tax resolution</b>					27th
Reserve county budget meeting 10.30 am if required					20th
Close council tax accounts and start bills print unless delayed if council tax not set					28th
Reserve Council budget meeting if required					29th

This page is intentionally left blank

## Section 1

<b>Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth</b>						
	Estimated 24/25 Band D Number	23/24 Council Tax £	Estimated Income £	Estimated Collection Rate %	Estimated Net Income £	Estimated 24/25 Base
Full band D at November 2023	55,955.2	2,279.30	127,538,690			
less CTS at November 2023	<u>-4,387.7</u>	2,279.30	<u>-10,000,880</u>			
Starting point based on Nov 2023	51,567.5		117,537,810			
Anticipated growth at 0.9%	464.1	2,279.30	1,057,820			
<b>Total (rounded)</b>	<b>52,031.6</b>	<b>2,279.30</b>	<b>118,595,630</b>	<b>97.9%</b>	<b>116,105,260</b>	<b>50,939</b>

## Section 2

<b>2024/25 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2023/24</b>				
Preceptor	Estimated CT Base Number	23/24 Council Tax £	Expected income £	
2024/25 expected income (rounded)				
Towns and parishes	50,939	96.11	4,895,750	
District	50,939	190.71	9,714,580	
County	50,939	1,634.13	83,240,950	
Fire	50,939	96.79	4,930,390	
Police	50,939	261.56	13,323,600	
<b>Total (rounded) shows a 1.4% increase in expected income</b>		<b>2,279.30</b>	<b>116,105,270</b>	
2023/24 expected income (rounded)				
Towns and parishes	50,215	96.11	4,826,160	
District	50,215	190.71	9,576,500	
County	50,215	1,634.13	82,057,840	
Fire	50,215	96.79	4,860,310	
Police	50,215	261.56	13,134,240	
<b>Total (rounded)</b>		<b>2,279.30</b>	<b>114,455,050</b>	





To show the extra Council Tax in 2024/25 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2023/24 (excluding parish precepts) **£190.71**  
 Approved Council Tax Base 2024/25 (at 97.9% collection rate) **[a] 50,939**

Varying increases in Council Tax for 2024/25			Total Band D Council Tax 2024/25	Increase in Council Tax income for 2024/25	[b] Total Council Tax income 2024/25
%	Per Year £	Per Week £	Per Year £	Per Year £	Per Year £
<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>190.71</b>	<b>0</b>	9,714,580
				No council tax freeze grant	0
				Total income	<b>9,714,580</b>
0.27	0.52	<b>0.01</b>	191.23	<b>26,480</b>	9,741,060
0.52	<b>1.00</b>	0.02	191.71	<b>50,940</b>	9,765,520
<b>1.00</b>	1.91	0.04	192.62	<b>97,290</b>	9,811,870
1.05	<b>2.00</b>	0.04	192.71	<b>101,870</b>	9,816,450
1.36	2.60	<b>0.05</b>	193.31	<b>132,440</b>	9,847,020
1.57	<b>3.00</b>	0.06	193.71	<b>152,810</b>	9,867,390
<b>2.00</b>	3.81	0.07	194.52	<b>194,070</b>	9,908,650
2.10	<b>4.00</b>	0.08	194.71	<b>203,750</b>	9,918,330
2.62	<b>5.00</b>	0.10	<b>195.71</b>	<b>254,690</b>	9,969,270
<b>2.99</b>	5.70	0.11	<b>196.41</b>	<b>290,350</b>	10,004,930

Note:

- [a]** Council Tax Base of 50,939 for 2024/25 approved by Council on 15 January 2024
- [b]** Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 50,939
- [c]** No council tax freeze grant. Referendum limit proposed by government as higher of 3% or above £5 for Band D.

This page is intentionally left blank

## Revenue Budget Summary

Appendix 4

Revenue Budget	2023-24 Forecast	2023-24 Latest	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast
	£	£	£	£	£
<b>EXPENDITURE</b>					
1 Employees	24,398,970	24,248,980	26,932,610	26,140,290	26,861,980
2 Property	5,721,180	5,903,150	5,873,850	6,023,300	6,180,440
3 Services & supplies	6,768,450	8,471,680	6,919,850	6,816,050	7,012,080
4 Grant payments	19,182,450	22,550,060	19,334,800	17,334,800	15,334,800
5 Transport	1,057,840	798,070	1,082,810	1,099,660	1,118,190
6 Leasing & capital charges	1,497,950	1,543,470	2,365,490	2,701,240	2,726,460
7 Contributions to capital	300,000	567,290	500,000	500,000	500,000
<b>8 Total expenditure</b>	<b>58,926,840</b>	<b>64,082,700</b>	<b>63,009,410</b>	<b>60,615,340</b>	<b>59,733,950</b>
<b>INCOME</b>					
9 Sales	-1,467,900	-783,820	-807,690	-840,000	-873,600
10 Fees & charges	-10,781,150	-11,461,790	-11,928,260	-12,524,670	-13,150,900
11 Grants - income	-19,388,510	-23,207,970	-19,542,500	-17,542,500	-15,542,500
12 Property income	-3,343,710	-4,026,360	-3,699,950	-4,127,570	-4,251,700
13 Other income & recharges	-4,105,820	-5,816,760	-4,533,480	-4,010,380	-3,843,720
14 Transfer from (-) / to earmarked reserves	-2,205,900	-996,150	-3,551,730	-2,217,860	-4,206,570
<b>15 Total income</b>	<b>-41,292,990</b>	<b>-46,292,850</b>	<b>-44,063,610</b>	<b>-41,262,980</b>	<b>-41,868,990</b>
<b>16 Total net service cost</b>	<b>17,633,850</b>	<b>17,789,850</b>	<b>18,945,800</b>	<b>19,352,360</b>	<b>17,864,960</b>
<b>Funding</b>					
17 Council tax	-9,576,500	-9,576,500	-10,004,930	-10,507,120	-10,929,500
18 Council tax/community charge surplus(-) / deficit	-125,550	-125,550	-251,670	0	0
19 Revenue support grant	-245,040	-245,040	-261,270	-294,020	0
20 Rates baseline funding	-3,520,800	-3,520,800	-3,634,240	-3,669,860	-3,705,120
21 Estimated rates retention and pooling gain	-2,446,200	-2,684,960	-2,800,410	-2,920,830	-1,664,880
22 New homes bonus	-404,940	-404,940	-650,240	-650,240	0
23 Alternative housing funding/damping	0	0	0	0	-1,500,000
24 Other grants	-1,314,820	-1,314,820	-1,343,040	-1,310,290	-65,460
25 Budget gap (-) to be found	0	0	0	0	0
<b>26 Total funding</b>	<b>-17,633,850</b>	<b>-17,872,610</b>	<b>-18,945,800</b>	<b>-19,352,360</b>	<b>-17,864,960</b>
<b>27 -Surplus/shortfall</b>	<b>0</b>	<b>-82,760</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>28 General reserves at end of year</b>	<b>2,300,001</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>
<b>29 General reserves as % of net revenue budget</b>	<b>13.0%</b>	<b>13.4%</b>	<b>12.7%</b>	<b>12.4%</b>	<b>13.4%</b>

This page is intentionally left blank

Revenue Budget Detail

Appendix 5

All Services

Managing Director/Head Of Service		2022-23	2023-24	2024-25
		Actual	Outturn	Budget
		£	£	£
<b>Corporate Services</b>				
A Pujol	Business Transformation Team	309,027	559,650	613,540
A Pujol	Communications	415,403	469,890	493,720
M Flitcroft	Democratic Services	771,010	778,250	850,790
P Shears	Electoral Services	155,483	414,390	217,480
M Flitcroft	Finance	748,799	934,900	1,094,050
P Shears	Human Resources	496,928	712,690	674,910
M Flitcroft	Internal Audit & Information Governance	191,001	289,700	242,240
M Flitcroft	Legal	306,086	418,290	577,880
M Flitcroft	Procurement	32,636	40,310	41,260
P Shears	Strategic Leadership Team	435,465	521,360	531,570
		<b>3,861,838</b>	<b>5,139,430</b>	<b>5,337,440</b>
<b>Strategic Place</b>				
N Blaney	Building Control	- 144,691	- 96,860	- 96,210
A Pujol	Customer Services	615,550	647,820	835,830
N Blaney	Development Management	532,925	704,400	710,400
N Blaney	Economy & Assets	13,057	337,800	781,680
A Pujol	Housing	64,661	1,243,000	1,514,830
N Blaney	Parking	- 2,901,091	- 3,067,580	- 3,223,290
A Pujol	Revenues & Benefits	566,080	1,198,510	1,332,960
N Blaney	Spatial Planning	704,339	514,800	576,330
		<b>- 549,170</b>	<b>1,481,890</b>	<b>2,432,530</b>
<b>Environment, Health &amp; Wellbeing</b>				
A Pujol	Community Safety	121,210	120,570	116,120
N Blaney	Environmental Health	1,081,841	1,225,680	1,361,420
N Blaney	Green Spaces & Active Leisure	854,113	1,083,680	1,180,870
M Flitcroft	Leisure	- 1,841	960,230	1,136,830
N Blaney	Licensing	- 48,907	- 26,380	- 30,010
N Blaney	Resorts	162,095	99,630	79,210
P Shears	Waste, Recycling & Cleansing	5,432,485	6,525,700	8,235,720
		<b>7,600,995</b>	<b>9,989,110</b>	<b>12,080,160</b>
<b>Total all services</b>		<b>10,913,662</b>	<b>16,610,430</b>	<b>19,850,130</b>
<b>Financing Items</b>		783,923	612,130	- 1,404,330
<b>Totals per actual/budget papers</b>		<b>11,697,585</b>	<b>17,222,560</b>	<b>18,445,800</b>
<b>Contributions to Capital</b>		1,443,101	567,290	500,000
<b>Totals per actual/budget papers</b>		<b>13,140,686</b>	<b>17,789,850</b>	<b>18,945,800</b>

Notes:

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

<b>Executive Member:</b> Gary Taylor							
<b>Manager:</b> Nigel Hunt							
<b>Activity Area:</b> Building Control							
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>	
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>	
		<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
<b><u>EXPENDITURE</u></b>							
Employees	21.0	1,036,055	21.0	1,143,190	21.0	1,213,260	
Property		33,610		33,670		33,670	
Services & Supplies		129,362		135,120		134,810	
Grant Payments		-		-		-	
Transport		57,096		55,410		59,910	
Leasing & capital charges		-		-		-	
		<b>1,256,123</b>		<b>1,367,390</b>		<b>1,441,650</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges	-	1,169,191	-	1,219,840	-	1,295,120	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	231,623	-	232,840	-	242,740	
Transfers from earmarked reserves		-		11,570		-	
		<b>1,400,814</b>		<b>1,464,250</b>		<b>1,537,860</b>	
Service Cost		<b>144,691</b>		<b>96,860</b>		<b>96,210</b>	
Service cost - £'s per head of population	-	<b>1.07</b>	-	<b>0.72</b>	-	<b>0.71</b>	

<b>Executive Member:</b> Martin Wrigley							
<b>Manager:</b> Lloyd Purchase							
<b>Activity Area:</b> Business Transformation Team							
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>	
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>	
		<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
<b><u>EXPENDITURE</u></b>							
Employees	5.5	234,734	5.5	389,360	5.5	343,710	
Property		14,976		15,230		15,230	
Services & Supplies		97,751		213,370		254,430	
Grant Payments		-		71,090		-	
Transport		133		260		740	
Leasing & capital charges		-		-		-	
		<b>347,593</b>		<b>689,310</b>		<b>614,110</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income	-	567	-	570	-	570	
Grants - income		-		121,090		-	
Other income & recharges	-	37,999	-	1,360	-	-	
Transfers from earmarked reserves		-		6,640		-	
		<b>38,566</b>		<b>129,660</b>		<b>570</b>	
Service Cost		<b>309,027</b>		<b>559,650</b>		<b>613,540</b>	
Service cost - £'s per head of population		<b>2.29</b>		<b>4.15</b>		<b>4.55</b>	

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Louise Raymond</b>					
<b>Activity Area:</b>	<b>Communications</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	213,580	5.0	259,810	5.0	279,260
	Property	3,875		3,920		3,920
	Services & Supplies	86,807		76,130		81,960
	Grant Payments	139,850		152,880		152,880
	Transport	237		-		700
	Leasing & capital charges	-		-		-
		<b>444,349</b>		<b>492,740</b>		<b>518,720</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	28,946	-	22,850	-	25,000
	Transfers from earmarked reserves	-		-		-
		<b>- 28,946</b>		<b>- 22,850</b>		<b>- 25,000</b>
		<b>415,403</b>		<b>469,890</b>		<b>493,720</b>
Service Cost						
		<b>415,403</b>		<b>469,890</b>		<b>493,720</b>
Service cost - £'s per head of population		<b>3.08</b>		<b>3.49</b>		<b>3.66</b>

<b>Executive Member:</b>	<b>Linda Goodman-Bradbury</b>					
<b>Manager:</b>	<b>Rebecca Hewitt</b>					
<b>Activity Area:</b>	<b>Community Safety</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	100,209	2.0	100,220	2.0	102,750
	Property	2,054		2,070		2,070
	Services & Supplies	7,684		8,680		9,330
	Grant Payments	304,503		119,050		-
	Transport	1,057		1,750		1,970
	Leasing & capital charges	-		-		-
		<b>415,508</b>		<b>231,770</b>		<b>116,120</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	281,450	-	90,580	-	-
	Other income & recharges	12,848	-	20,620	-	-
	Transfers from earmarked reserves	-		-		-
		<b>- 294,298</b>		<b>- 111,200</b>		<b>-</b>
		<b>121,210</b>		<b>120,570</b>		<b>116,120</b>
Service Cost						
		<b>121,210</b>		<b>120,570</b>		<b>116,120</b>
Service cost - £'s per head of population		<b>0.90</b>		<b>0.89</b>		<b>0.86</b>

Executive Member:	Richard Keeling	2022-23		2023-24		2024-25
Manager:	Emma Ingle	Actual		Outturn		Budget
Activity Area:	Customer Services	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
Employees	18.5	486,186	18.5	503,240	19.0	684,900
Property		10,808		10,920		10,920
Services & Supplies		118,556		133,660		140,010
Grant Payments		-		-		-
Transport		-		-		-
Leasing & capital charges		-		-		-
		<b>615,550</b>		<b>647,820</b>		<b>835,830</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-		-		-
Transfers from earmarked reserves		-		-		-
		<b>-</b>		<b>-</b>		<b>-</b>
Service Cost		<b>615,550</b>		<b>647,820</b>		<b>835,830</b>
Service cost - £'s per head of population		<b>4.57</b>		<b>4.81</b>		<b>6.20</b>

Executive Member:	Richard Keeling	2022-23		2023-24		2024-25
Manager:	Sarah Selway	Actual		Outturn		Budget
Activity Area:	Democratic Services	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
Employees	3.0	577,969	3.0	622,860	3.0	666,050
Property		36,827		2,970		6,110
Services & Supplies		114,907		126,040		131,620
Grant Payments		50,364		47,000		47,000
Transport		5		10		10
Leasing & capital charges		-		-		-
		<b>780,072</b>		<b>798,880</b>		<b>850,790</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	9,061	-	300		-
Transfers from earmarked reserves		-		20,330		-
		<b>- 9,061</b>		<b>20,630</b>		<b>-</b>
Service Cost		<b>771,010</b>		<b>778,250</b>		<b>850,790</b>
Service cost - £'s per head of population		<b>5.72</b>		<b>5.77</b>		<b>6.31</b>



<b>Executive Member:</b> Gary Taylor							
<b>Manager:</b> Sim Manley							
<b>Activity Area:</b> Development Management							
	FTE	2022-23 Actual £	FTE	2023-24 Outturn £	FTE	2024-25 Budget £	
<b><u>EXPENDITURE</u></b>							
Employees	29.5	1,355,287	30.0	1,424,470	30.0	1,484,300	
Property		62,313		66,030		66,070	
Services & Supplies		340,192		548,020		311,320	
Grant Payments		-		-		-	
Transport		15,775		27,560		27,530	
Leasing & capital charges		-		-		-	
		<b>1,773,568</b>		<b>2,066,080</b>		<b>1,889,220</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges	-	1,074,105	-	1,088,630	-	1,178,400	
Property Income		-		-		-	
Grants - income	-	27,554	-	35,520	-	-	
Other income & recharges	-	138,984	-	151,380	-	420	
Transfers from earmarked reserves		-		86,150		-	
		<b>1,240,643</b>		<b>1,361,680</b>		<b>1,178,820</b>	
Service Cost		<b>532,925</b>		<b>704,400</b>		<b>710,400</b>	
Service cost - £'s per head of population		<b>3.95</b>		<b>5.23</b>		<b>5.27</b>	

<b>Executive Member:</b> David Palethorpe							
<b>Manager:</b> Fergus Pate and Tom Phillips							
<b>Activity Area:</b> Economy & Assets							
	FTE	2022-23 Actual £	FTE	2023-24 Outturn £	FTE	2024-25 Budget £	
<b><u>EXPENDITURE</u></b>							
Employees	30.0	1,082,083	30.0	1,358,080	30.0	1,587,970	
Property		933,055		1,061,890		1,039,340	
Services & Supplies		561,242		590,200		369,160	
Grant Payments		49,562		119,140		4,280	
Transport		5,279		9,010		9,230	
Leasing & capital charges		-		-		-	
		<b>2,631,220</b>		<b>3,138,320</b>		<b>3,009,980</b>	
<b><u>INCOME</u></b>							
Sales	-	109	-	300	-	300	
Fees & Charges	-	123,156	-	99,580	-	98,390	
Property Income	-	2,159,039	-	2,141,070	-	1,924,590	
Grants - income	-	49,108	-	127,690	-	-	
Other income & recharges	-	286,751	-	431,880	-	205,020	
Transfers from earmarked reserves		-		-		-	
		<b>2,618,164</b>		<b>2,800,520</b>		<b>2,228,300</b>	
Service Cost		<b>13,057</b>		<b>337,800</b>		<b>781,680</b>	
Service cost - £'s per head of population		<b>0.10</b>		<b>2.51</b>		<b>5.80</b>	

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Cathy Ruelens</b>					
<b>Activity Area:</b>	<b>Electoral Services</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	97,892	2.0	142,220	2.0	107,800
	Property	8,270		53,040		8,360
	Services & Supplies	93,911		419,860		103,270
	Grant Payments	-		-		-
	Transport	171		3,540		210
	Leasing & capital charges	-		-		-
		<b>200,244</b>		<b>618,660</b>		<b>219,640</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	2,035	-	2,160	-	2,160
	Property Income	-		-		-
	Grants - income	34,500	-	-	-	-
	Other income & recharges	8,226	-	202,110	-	-
	Transfers from earmarked reserves	-		-		-
		<b>44,761</b>		<b>204,270</b>		<b>2,160</b>
Service Cost		<b>155,483</b>		<b>414,390</b>		<b>217,480</b>
Service cost - £'s per head of population		<b>1.15</b>		<b>3.07</b>		<b>1.61</b>

<b>Executive Member:</b>	<b>Charles Nuttall</b>					
<b>Manager:</b>	<b>David Eaton and Paul Nicholls</b>					
<b>Activity Area:</b>	<b>Environmental Health</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	872,050	20.0	916,540	21.0	1,029,620
	Property	61,380		60,570		61,830
	Services & Supplies	218,259		329,240		269,080
	Grant Payments	-		-		-
	Transport	30,535		34,550		34,660
	Leasing & capital charges	3,277		3,000		26,380
		<b>1,185,501</b>		<b>1,343,900</b>		<b>1,421,570</b>
	<b><u>INCOME</u></b>					
	Sales	2,590	-	6,000	-	6,000
	Fees & Charges	37,940	-	39,250	-	39,750
	Property Income	-		-		-
	Grants - income	52,776	-	-	-	-
	Other income & recharges	10,354	-	19,020	-	14,400
	Transfers from earmarked reserves	-		53,950		-
		<b>103,660</b>		<b>118,220</b>		<b>60,150</b>
Service Cost		<b>1,081,841</b>		<b>1,225,680</b>		<b>1,361,420</b>
Service cost - £'s per head of population		<b>8.03</b>		<b>9.09</b>		<b>10.10</b>

Executive Member:	Richard Keeling	2022-23		2023-24		2024-25
Manager:	Martin Flitcroft	Actual		Outturn		Budget
Activity Area:	Finance	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
Employees	16.5	701,128	16.0	840,500	16.0	988,130
Property		23,038		23,290		23,290
Services & Supplies		51,166		116,500		103,040
Grant Payments		-		-		-
Transport		94		30		320
Leasing & capital charges		-		-		-
		<b>775,426</b>		<b>980,320</b>		<b>1,114,780</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	26,627	-	20,730	-	20,730
Transfers from earmarked reserves		-		24,690		-
		<b>- 26,627</b>		<b>- 45,420</b>		<b>- 20,730</b>
Service Cost		<b>748,799</b>		<b>934,900</b>		<b>1,094,050</b>
Service cost - £'s per head of population		<b>5.55</b>		<b>6.94</b>		<b>8.12</b>

Executive Member:	John Nutley	2022-23		2023-24		2024-25
Manager:	Mark Payne	Actual		Outturn		Budget
Activity Area:	Green Spaces & Active Leisure	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
Employees	11.0	364,351	10.5	466,680	10.5	517,610
Property		876,717		953,080		955,940
Services & Supplies		358,220		275,240		247,220
Grant Payments		5,559		5,740		4,850
Transport		9,694		14,110		12,510
Leasing & capital charges		-		-		-
		<b>1,614,541</b>		<b>1,714,850</b>		<b>1,738,130</b>
<b><u>INCOME</u></b>						
Sales	-	3,854	-	2,420	-	1,280
Fees & Charges	-	347,584	-	278,600	-	288,960
Property Income	-	191,633	-	197,500	-	183,310
Grants - income	-	26,547	-	15,540	-	-
Other income & recharges	-	190,809	-	123,950	-	83,710
Transfers from earmarked reserves		-		13,160		-
		<b>- 760,428</b>		<b>- 631,170</b>		<b>- 557,260</b>
Service Cost		<b>854,113</b>		<b>1,083,680</b>		<b>1,180,870</b>
Service cost - £'s per head of population		<b>6.34</b>		<b>8.04</b>		<b>8.76</b>

<b>Executive Member:</b>	<b>Linda Goodman-Bradbury</b>					
<b>Manager:</b>	<b>Amanda Pujol</b>					
<b>Activity Area:</b>	<b>Housing</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	1,652,610	32.0	1,802,120	32.0	1,550,720
	Property	466,757		502,120		476,580
	Services & Supplies	1,202,427		1,188,450		1,093,270
	Grant Payments	1,409,043		1,777,260		895,400
	Transport	24,206		19,040		20,920
	Leasing & capital charges	-		-		-
		<b>4,755,043</b>		<b>5,288,990</b>		<b>4,036,890</b>
	<b><u>INCOME</u></b>					
	Sales	1,200	-	1,200	-	1,200
	Fees & Charges	11,372	-	15,040	-	4,850
	Property Income	970,585	-	1,314,390	-	1,203,210
	Grants - income	3,546,174	-	2,471,150	-	1,209,440
	Other income & recharges	161,050	-	109,830	-	103,360
	Transfers from earmarked reserves	-	-	134,380	-	-
		<b>4,690,381</b>		<b>4,045,990</b>		<b>2,522,060</b>
Service Cost		<b>64,661</b>		<b>1,243,000</b>		<b>1,514,830</b>
Service cost - £'s per head of population		<b>0.48</b>		<b>9.22</b>		<b>11.24</b>

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Tim Slater</b>					
<b>Activity Area:</b>	<b>Human Resources</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	350,392	7.0	511,760	7.0	529,570
	Property	17,761		19,900		17,910
	Services & Supplies	131,080		180,830		127,230
	Grant Payments	-		-		-
	Transport	195		200		200
	Leasing & capital charges	-		-		-
		<b>499,428</b>		<b>712,690</b>		<b>674,910</b>
	<b><u>INCOME</u></b>					
	Sales	-	-	-	-	-
	Fees & Charges	-	-	-	-	-
	Property Income	-	-	-	-	-
	Grants - income	-	-	-	-	-
	Other income & recharges	2,500	-	-	-	-
	Transfers from earmarked reserves	-	-	-	-	-
		<b>2,500</b>		<b>-</b>		<b>-</b>
Service Cost		<b>496,928</b>		<b>712,690</b>		<b>674,910</b>
Service cost - £'s per head of population		<b>3.69</b>		<b>5.29</b>		<b>5.01</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Sue Heath</b>					
<b>Activity Area:</b>	<b>Internal Audit &amp; Governance</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	185,701	2.0	264,000	2.0	215,580
	Property	9,013		9,110		9,110
	Services & Supplies	13,789		17,150		18,110
	Grant Payments	-		-		-
	Transport	-		-		-
	Leasing & capital charges	-		-		-
		<b>208,502</b>		<b>290,260</b>		<b>242,800</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	17,150	-	-	-	-
	Other income & recharges	352	-	560	-	560
	Transfers from earmarked reserves	-		-		-
		<b>17,502</b>		<b>560</b>		<b>560</b>
		<b>191,001</b>		<b>289,700</b>		<b>242,240</b>
Service Cost						
Service cost - £'s per head of population		<b>1.42</b>		<b>2.15</b>		<b>1.80</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Paul Woodhead</b>					
<b>Activity Area:</b>	<b>Legal</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	300,684	7.5	334,590	7.5	572,760
	Property	11,983		12,110		12,110
	Services & Supplies	56,888		120,690		41,250
	Grant Payments	-		-		-
	Transport	81		90		150
	Leasing & capital charges	-		-		-
		<b>369,637</b>		<b>467,480</b>		<b>626,270</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	52,105	-	46,200	-	46,200
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	11,445	-	2,990	-	2,190
	Transfers from earmarked reserves	-		-		-
		<b>63,551</b>		<b>49,190</b>		<b>48,390</b>
		<b>306,086</b>		<b>418,290</b>		<b>577,880</b>
Service Cost						
Service cost - £'s per head of population		<b>2.27</b>		<b>3.10</b>		<b>4.29</b>

Executive Member:	John Nutley						
Manager:	James Teed						
Activity Area:	Leisure						
		2022-23		2023-24		2024-25	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<b><u>EXPENDITURE</u></b>							
Employees	65.5	1,378,579	58.0	1,685,940	55.0	1,925,030	
Property		1,087,839		1,376,370		1,296,310	
Services & Supplies		317,338		355,990		382,870	
Grant Payments		50,160		15,000		15,000	
Transport		3,304		3,820		3,820	
Leasing & capital charges		3,201		3,040		3,040	
		<b>2,840,422</b>		<b>3,440,160</b>		<b>3,626,070</b>	
<b><u>INCOME</u></b>							
Sales	-	6,017	-	11,220	-	10,140	
Fees & Charges	-	2,561,485	-	2,252,390	-	2,263,810	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	274,762	-	216,320	-	215,290	
Transfers from earmarked reserves		-		-		-	
		<b>2,842,264</b>		<b>2,479,930</b>		<b>2,489,240</b>	
Service Cost		<b>1,841</b>		<b>960,230</b>		<b>1,136,830</b>	
Service cost - £'s per head of population	-	<b>0.01</b>		<b>7.12</b>		<b>8.43</b>	

Executive Member:	Charles Nuttall						
Manager:	Andrea Furness						
Activity Area:	Licensing						
		2022-23		2023-24		2024-25	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<b><u>EXPENDITURE</u></b>							
Employees	3.0	125,524	3.0	152,210	3.0	136,820	
Property		8,322		7,290		7,230	
Services & Supplies		56,738		58,970		62,210	
Grant Payments		-		-		-	
Transport		36		340		270	
Leasing & capital charges		-		-		-	
		<b>190,619</b>		<b>218,810</b>		<b>206,530</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges	-	229,590	-	232,840	-	236,540	
Property Income		-		-		-	
Grants - income	-	8,742	-	-	-	-	
Other income & recharges	-	1,194	-	-	-	-	
Transfers from earmarked reserves		-		12,350		-	
		<b>239,526</b>		<b>245,190</b>		<b>236,540</b>	
Service Cost		<b>48,907</b>		<b>26,380</b>		<b>30,010</b>	
Service cost - £'s per head of population	-	<b>0.36</b>		<b>0.20</b>		<b>0.22</b>	

<b>Executive Member:</b>	<b>David Palethorpe</b>					
<b>Manager:</b>	<b>Tom Phillips</b>					
<b>Activity Area:</b>	<b>Parking</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
		<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	9.0	264,816	9.0	270,010	10.0
	Property		721,230		808,970	
	Services & Supplies		386,584		435,980	
	Grant Payments		-		980	
	Transport		3,337		4,520	
	Leasing & capital charges		5,223		4,680	
			<b>1,381,190</b>		<b>1,525,140</b>	
	<b><u>INCOME</u></b>					
	Sales		-		-	
	Fees & Charges	-	4,160,059	-	4,449,250	-
	Property Income	-	36,344	-	50,650	-
	Grants - income		-		-	
	Other income & recharges	-	85,879	-	92,820	-
	Transfers from earmarked reserves		-		-	
			<b>4,282,282</b>		<b>4,592,720</b>	
	<b>Service Cost</b>		<b>2,901,091</b>		<b>3,067,580</b>	
	<b>Service cost - £'s per head of population</b>		<b>21.52</b>		<b>22.76</b>	

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Rosanna Wilson</b>					
<b>Activity Area:</b>	<b>Procurement &amp; Commissioning</b>					
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
		<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	1.0	60,301	1.0	63,880	1.0
	Property		4,135		4,180	
	Services & Supplies		5,039		18,930	
	Grant Payments		-		-	
	Transport		-		60	
	Leasing & capital charges		-		-	
			<b>69,475</b>		<b>87,050</b>	
	<b><u>INCOME</u></b>					
	Sales		-		-	
	Fees & Charges		-		-	
	Property Income		-		-	
	Grants - income		-		-	
	Other income & recharges	-	36,839	-	46,740	-
	Transfers from earmarked reserves		-		-	
			<b>36,839</b>		<b>46,740</b>	
	<b>Service Cost</b>		<b>32,636</b>		<b>40,310</b>	
	<b>Service cost - £'s per head of population</b>		<b>0.24</b>		<b>0.30</b>	

<b>Executive Member:</b>	<b>John Nutley</b>					
<b>Manager:</b>	<b>Sarah Holgate and Anna Snow</b>					
<b>Activity Area:</b>	<b>Resorts</b>	<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	224,882	5.5	257,710	5.5	276,060
	Property	99,480		78,360		62,320
	Services & Supplies	120,032		94,690		85,000
	Grant Payments	-		-		-
	Transport	2,467		3,210		3,440
	Leasing & capital charges	-		-		-
		<b>446,860</b>		<b>433,970</b>		<b>426,820</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	21,179		21,330		24,620
	Property Income	260,104		303,000		321,950
	Grants - income	-		-		-
	Other income & recharges	3,482		10,010		1,040
	Transfers from earmarked reserves	-		-		-
		<b>284,765</b>		<b>334,340</b>		<b>347,610</b>
Service Cost		<b>162,095</b>		<b>99,630</b>		<b>79,210</b>
Service cost - £'s per head of population		<b>1.20</b>		<b>0.74</b>		<b>0.59</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Tracey Hooper</b>					
<b>Activity Area:</b>	<b>Revenues &amp; Benefits</b>	<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	816,830	27.0	1,039,400	26.0	1,092,320
	Property	81,294		85,810		84,820
	Services & Supplies	807,201		768,920		809,750
	Grant Payments	21,115,067		20,214,550		18,214,410
	Transport	81		1,180		1,130
	Leasing & capital charges	-		-		-
		<b>22,820,474</b>		<b>22,109,860</b>		<b>20,202,430</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	156,693		199,500		199,500
	Property Income	-		-		-
	Grants - income	21,695,742		20,318,300		18,304,960
	Other income & recharges	401,960		369,810		365,010
	Transfers from earmarked reserves	-		23,740		-
		<b>22,254,394</b>		<b>20,911,350</b>		<b>18,869,470</b>
Service Cost		<b>566,080</b>		<b>1,198,510</b>		<b>1,332,960</b>
Service cost - £'s per head of population		<b>4.20</b>		<b>8.89</b>		<b>9.89</b>



Executive Member:	Gary Taylor						
Manager:	Michelle Luscombe and Fergus Pate						
Activity Area:	Spatial Planning	2022-23		2023-24		2024-25	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<b><u>EXPENDITURE</u></b>							
Employees	8.5	525,266	8.5	434,350	8.5	461,840	
Property		10,128		10,240		10,240	
Services & Supplies		168,767		269,880		122,000	
Grant Payments		6,104		7,800		-	
Transport		773		2,300		2,300	
Leasing & capital charges		-		-		-	
		<b>711,036</b>		<b>724,570</b>		<b>596,380</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges	-	38	-	50	-	50	
Property Income		-		-		-	
Grants - income		-	-	20,000	-	20,000	
Other income & recharges	-	6,659	-	-	-	-	
Transfers from earmarked reserves		-	-	189,720		-	
		<b>6,697</b>		<b>209,770</b>		<b>20,050</b>	
Service Cost		<b>704,339</b>		<b>514,800</b>		<b>576,330</b>	
Service cost - £'s per head of population		<b>5.23</b>		<b>3.82</b>		<b>4.28</b>	

Executive Member:	Martin Wrigley						
Manager:	Phil Shears						
Activity Area:	Senior Leadership Team	2022-23		2023-24		2024-25	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<b><u>EXPENDITURE</u></b>							
Employees	5.0	403,273	5.0	484,840	5.0	493,170	
Property		17,060		17,250		17,250	
Services & Supplies		13,995		16,960		18,300	
Grant Payments		-		-		-	
Transport		1,236		2,410		2,950	
Leasing & capital charges		-		-		-	
		<b>435,565</b>		<b>521,460</b>		<b>531,670</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	100	-	100	-	100	
Transfers from earmarked reserves		-		-		-	
		<b>100</b>		<b>100</b>		<b>100</b>	
Service Cost		<b>435,465</b>		<b>521,360</b>		<b>531,570</b>	
Service cost - £'s per head of population		<b>3.23</b>		<b>3.87</b>		<b>3.94</b>	

<b>Executive Member:</b>	<b>Charles Nuttall</b>						
<b>Manager:</b>	<b>Chris Braines</b>						
<b>Activity Area:</b>	<b>Waste, Recycling &amp; Cleansing</b>						
		<b>2022-23</b>		<b>2023-24</b>		<b>2024-25</b>	
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>	
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
		<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	
	<b><u>EXPENDITURE</u></b>						
	Employees	184.0	6,255,341	185.0	6,801,810	183.0	7,631,510
	Property		567,209		658,820		648,570
	Services & Supplies		1,154,797		1,253,170		1,137,780
	Grant Payments		19,898		19,570		-
	Transport		819,114		643,990		924,950
	Leasing & capital charges		1,241,352		1,224,700		1,959,770
			<b>10,057,711</b>		<b>10,602,060</b>		<b>12,302,580</b>
	<b><u>INCOME</u></b>						
	Sales	-	1,233,476	-	762,680	-	788,770
	Fees & Charges	-	1,360,413	-	1,517,130	-	1,523,670
	Property Income	-	18,950	-	19,600	-	19,600
	Grants - income	-	-	-	-	-	-
	Other income & recharges	-	2,012,387	-	1,776,950	-	1,734,820
	Transfers from earmarked reserves	-	-	-	-	-	-
		-	<b>4,625,226</b>	-	<b>4,076,360</b>	-	<b>4,066,860</b>
			<b>5,432,485</b>		<b>6,525,700</b>		<b>8,235,720</b>
Service Cost			<b>5,432,485</b>		<b>6,525,700</b>		<b>8,235,720</b>
Service cost - £'s per head of population			<b>40.30</b>		<b>48.41</b>		<b>61.10</b>

## **Glossary**

### Column Headings

2022-23 Actual – the actual cost of the service for last year

2023-24 Outturn – the likely cost of the service for this year

2024-25 Budget – the budget proposed for the service for next year

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

### Expenditure

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

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

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

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

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

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

### Income

Sales – income from the sale of items including recycled materials

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

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

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

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

This page is intentionally left blank

## Final Proposed Fees and Charges Income 2024/25

Service	Actual 2022/23 £	Probable 2023/24 £	Proposed 2024/25 £	Dept total 2024/25 £	Department
Building Control	- 1,169,191 -	1,219,840 -	1,295,120 -	<b>1,295,120</b>	Building Control
Land Charges	- 196,431 -	229,730 -	242,600		
Planning	- 865,780 -	847,060 -	923,470		
Planning Admin	- 4,805 -	4,500 -	4,500		
Street Naming	- 7,090 -	7,340 -	7,830 -	<b>1,178,400</b>	Development Management
Livestock Market	- 4,368 -	2,590 -	2,720		
Old Forde House	- 17,814 -	9,410 -	12,050		
Retail Market	- 100,974 -	87,580 -	83,620 -	<b>98,390</b>	Economy & Assets
Electoral Registration	- 2,035 -	2,160 -	2,160 -	<b>2,160</b>	Electoral Services
Dog Control	- 391 -	200 -	200		
Health & Food Safety	- 9,115 -	6,990 -	6,990		
Health Licence Fees	- 20,304 -	27,320 -	27,820		
Litter Clearance	- 8,130 -	4,740 -	4,740		
Nuisance Parking	- -	-	-		
Private Water Supply Sampling	- -	-	-	<b>39,750</b>	Environmental Health
Amenity & Conservation Sites	- 3,262 -	2,570 -	2,690		
Cemetery Fees	- 203,694 -	184,350 -	194,190		
Shaldon Golf	- 116,104 -	71,300 -	71,300		
Sports Pitches	- 19,856 -	20,380 -	20,780 -	<b>288,960</b>	Green Spaces & Active Leisure
Housing	- 11,372 -	15,040 -	4,850 -	<b>4,850</b>	Housing
Legal Fees	- 52,105 -	46,200 -	46,200 -	<b>46,200</b>	Legal
Broadmeadow Sports Centre	- 54,494 -	70,430 -	81,240		
Dawlish Leisure Centre	- 250,353 -	221,960 -	226,710		
Leisure Memberships	- 1,712,889 -	1,384,920 -	1,344,750		
Newton Abbot Leisure Centre	- 524,716 -	523,080 -	560,160		
Outdoor Pools	- 6,555 -	52,000 -	50,950 -	<b>2,263,810</b>	Leisure
Gambling Act 2005	- 20,317 -	22,650 -	22,650		
Hackney Carriage	- 80,301 -	75,710 -	79,410		
Licensing Act 2003	- 128,972 -	134,480 -	134,480 -	<b>236,540</b>	Licensing
Car Parks	- 4,160,059 -	4,449,250 -	4,726,240 -	<b>4,726,240</b>	Parking
Beach Huts	- 16,147 -	17,150 -	20,020		
Boat Storage	- 4,577 -	4,180 -	4,400		
Leisure Events	- 180 -	-	200 -	<b>24,620</b>	Resorts
Council Tax	- 156,693 -	199,500 -	199,500 -	<b>199,500</b>	Revenue & Benefits
Local Development Framework	- 38 -	50 -	50 -	<b>50</b>	Spatial Planning
Abandoned Vehicles	- 25 -	500	-		
Commercial Waste / Household Refuse	- 1,349,791 -	1,506,830 -	1,513,680		
Composting	- 42 -	50 -	50		
Toilets for Disabled	- 143 -	110 -	110		
Vehicle Workshop	- 10,413 -	9,640 -	9,830 -	<b>1,523,670</b>	Waste, Recycling & Cleansing
<b>Grand Totals</b>	<b>- 11,289,524 -</b>	<b>11,461,790 -</b>	<b>11,928,260 -</b>	<b>11,928,260</b>	

This page is intentionally left blank

**TEIGNBRIDGE DISTRICT COUNCIL  
CAPITAL PROGRAMME 2023-24 to 2026-27**

					38,367	24,065	53,314	17,987	7,203		
Code /bid no.	Asset/Service Area		Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
						BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
						2023-24	2023-24	2024-25	2025-26	2026-27	
						£'000	£'000	£'000	£'000	£'000	
KL1	Broadband		Contribution to Superfast Broadband subject to procurement arrangements (RS) (2024/25) subject to satisfactory assurances of funds being spent within Teignbridge area.	No			-	250			6. Investing in prosperity
KY6	Climate Change		Forde House Decarbonisation and Flexible Working Arrangements (GG,CR,PB,RS)	No	√	1,000	762				10. Action on climate
Provision	Climate Change		Provision for Carbon Action Plan (PB)	Yes		439	-	439	439	439	10. Action on climate
KY2	Climate Change		Broadmeadow Sports Centre Decarbonisation Phase 2 and Refurbishment (GG, PB, S106, RS)	No		200	200	3,501			10. Action on climate
Provision	Climate Change		Energy infrastructure and low carbon (CIL)	Yes		2,000	2,000		2,000		10. Action on climate
KY7	Climate Change		Leisure Site Measures (S106)	No	√		50	50			10. Action on climate
KY1	Climate Change		UK Shared Prosperity Fund/Heart of the SW LEP including Green Business Grants (GG)	No			243	562			10. Action on climate
KR1	Coastal Monitoring		SW Regional Coastal Monitoring Programme. (GG,EC)	No	√	1,879	1,903	2,210	1,674	1,666	9. Strong communities
KR6	Coastal Monitoring		Coastal asset review (GG)	No	√		6	219			9. Strong communities
KG2	Cycle paths		Teign Estuary Trail (CIL)	No				525	475	-	7. Moving up a gear
Provision	Cycle paths		Provision for Other cycling (CIL)	Yes	√	250		250	250	250	7. Moving up a gear
Provision	Cycle paths		Dawlish/Teignmouth Cycle Schemes (CIL)	Yes	√	205	-	200	205		7. Moving up a gear
Provision	Cycle paths		Heart of Teignbridge Cycle Provision (CIL)	Yes	√	90	-				7. Moving up a gear
KG7	Cycle paths		Garden Communities: Ogwell Strategic Link (Revenue GG)	No			190				7. Moving up a gear
Provision	Heart of Teignbridge		Levelling up Cycling Routes (CIL)	Yes		250	-				7. Moving up a gear
KX7	Dawlish		Dawlish link road and bridge (GG)	No	√	4,253	4,282				7. Moving up a gear
KX7	Dawlish		Dawlish link road and bridge (CIL)	No		1,300	-	1,300			7. Moving up a gear



## Appendix 7



Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
Provision	Dawlish Leisure Centre	Provision for Dawlish Leisure Centre Improvement Plan (S106; PB).	Yes		-			660	661	8. Out and about and active
Provision	Habitat Regulations	Provision for Habitat Regulations infrastructure measures (CIL)	Yes	√	88	425	88	88	88	4. Great places to live & work
Provision	Heart of Teignbridge: Employment	Provision for employment sites (PB)	Yes		2,000	-	2,000			6. Investing in prosperity
KL2	Heart of Teignbridge: Employment	Newton Abbot employment land feasibility (PB)	No	√		17				6. Investing in prosperity
KX8	Heart of Teignbridge	A382 Improvements (CIL)	No		900	1,000				7. Moving up a gear
KW1	Heart of Teignbridge	Highweek Scout Hut improvements (S106)	No			175				4. Great places to live & work
KW8	Heart of Teignbridge	Houghton Barton land (EC)	No	√		48				4. Great places to live & work
KW8	Heart of Teignbridge	Houghton Barton land (GG)	No	√	585	-	585			4. Great places to live & work
KW4	Heart of Teignbridge	Mineral Rights (S106)	No	√	85	-	85			4. Great places to live & work
JW/JV	Housing	Discretionary - Disrepair Loans & Grants (CR)	No		24	24	24	24	24	1. A roof over our heads
JW/JV/JD	Housing	Better Care-funded grants re: Housing loans and grants policy, including Disabled Facilities (GG)	No	√	1,250	2,051	1,400	1,400	1,400	1. A roof over our heads
JV7	Housing	 Warm Homes Fund (Park Homes) (GG)	No	√		83				1. A roof over our heads
JV3	Housing	 Warm Homes Fund (Category 1 Gas and Category 2 Air Source Heat Pumps) (GG)	No	√		328	13			1. A roof over our heads
JV2	Housing	 Green Homes Fund (GG)	No	√		117				1. A roof over our heads
JY3	Housing	Teign Housing: Widecombe in the Moor (Revenue GG)	No	√	71	71				1. A roof over our heads
JX1 - JX4	Housing	Teignbridge 100: Social/Affordable Housing Chudleigh (S106, GG, PB)	No			248				1. A roof over our heads
JA/B	Housing	Local Authority Housing Fund: Refugee Accommodation (GG; CR; S106; PB)	No			4,908				1. A roof over our heads
Provision	Housing	 Teignbridge 100: Provision for Sherborne House (GG; CR; PB; S106)	Yes		4,001	-	6,795			1. A roof over our heads
JX5	Housing	 Teignbridge 100: Social/Affordable housing - Sherborne House (PB)	No	√		260				1. A roof over our heads
JY9	Housing	Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106) Dawlish 2 Rough Sleeper Accommodation	No	√		182				1. A roof over our heads
Provision	Housing	Orchard Lane, Dawlish (GG)	Yes		275	-				1. A roof over our heads
Provision	Housing	 Social Housing Capital Replacements (Roofs/Fabric improvements/Heating/Furniture, fixtures & fittings etc) (CR; RS)	Yes		30	30	30	30	30	1. A roof over our heads
KV8	IT - Capital contribution	Ongoing contributions towards Strata (CR; RS)	No		41	41	41	41	41	Vital, Viable Council



## Appendix 7

Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
Provision	IT - Capital contribution	End User Computing: Replacement laptops and staff (CR; RS)					36	68	68	Vital, Viable Council
Provision	IT - Capital contribution	Bookings (CR)					14			Vital, Viable Council
Provision	IT - Capital contribution	Web content management system (cost tbc)								Vital, Viable Council
Provision	IT - Capital contribution	Contact Centre telephony (CR)					14	73		Vital, Viable Council
Provision	IT - Capital contribution	Core telephony (CR)					14			Vital, Viable Council
Provision	IT - Capital contribution	Sharepoint resource (CR)					16			Vital, Viable Council
Provision	IT - Capital contribution	Chatbot (CR)					14			Vital, Viable Council
Provision	IT - Capital contribution	Car parks system (CR)					132			3. Going to town
KU1	IT - Capital contribution	SAN replacement (CR)	No	✓		58				Vital, Viable Council
KU2	IT - Capital contribution	Data Centre Relocation (CR)	No					27		Vital, Viable Council
KU3	IT - Capital contribution	NCSC Zero Trust (CR)	No		25	25				Vital, Viable Council
KU4	IT - Capital contribution	System upgrade costs - 2012 server replacement (CR)	No	✓		12				Vital, Viable Council
KU5	IT - Capital contribution	Office 365 (CR)	No	✓		27				Vital, Viable Council
KV9	IT - Finance	Provision for Finance Convergence (CR)	No	✓	89	-	62	12		Vital, Viable Council
Provision	IT - Property and Assets	SaM improvements (CR)	Yes			-	25			Vital, Viable Council
KU8	IT - communications	PSTN migrations (CR)	No		15		15			Vital, Viable Council
KU9	IT - Corporate	Anticipated Software Upgrade Costs 2023-2025 (CR)	No		22	22	11			Vital, Viable Council
KV5	IT - Corporate	Microsoft Power Apps (CR)	No		27	27				Vital, Viable Council
KV2	IT - Revenue & Benefits	Civica Open Revenues License (RS; CR)	No		175	115			175	Vital, Viable Council
KU6	IT - Housing	Homelessness System Replacement (CR; Revenue GG)	No		10	110				1. A roof over our heads
KU7	IT - Waste Management	Bartec separate databases (CR)	No		10	10				2. Clean scene
KG4	Newton Abbot	3G artificial playing pitch, Coach Road, Newton Abbot (S106; RS)	No	✓		36				8. Out and about and active
Provision	Newton Abbot Leisure Centre	Provision for Newton Abbot Leisure Centre Improvement Plan (PB) (2028-31)	Yes			-				8. Out and about and active
KF5	Newton Abbot Leisure Centre	Newton Abbot Leisure Centre Gym Equipment (S106; RS)	No	✓	40	216	40	40	40	8. Out and about and active
KF6	Newton Abbot Leisure Centre	Flume Refurbishment (S106)	No		-	79				8. Out and about and active
KM2	Newton Abbot Multi Storey Car Park	Lift Modernisation Work (RS)					80			3. Going to town

Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
KL8	Newton Abbot Town Centre Regeneration	Newton Abbot Town Centre Improvements (GG)	No	✓	-	400				3. Going to town
KX1	Newton Abbot Town Centre Regeneration	Halcyon Rd (PB)	No	✓	6,375	-	6,375			3. Going to town
Provision	Newton Abbot Town Centre Regeneration	Cattle Market Enabling Works (PB)	Yes	✓	200	-	200			3. Going to town
KL7	Newton Abbot Town Centre Regeneration	Bradley Lane Enabling Works (CR)	No	✓		32				3. Going to town
KO3	Newton Abbot Town Centre	Future High Street Fund project: Market Improvements (GG, PB)	No	✓	2,149	449	4,413	2,463		3. Going to town
KO2	Newton Abbot Town Centre	 Future High Street Fund project: Gateway to the Town Centre and Queen Street (GG, CIL)	No	✓	453	553	-			3. Going to town
KO4	Newton Abbot Town Centre	Future High Street Fund project: Cinema development (GG, PB)	No	✓	4,669	203	-	-		3. Going to town
KW5	Open Spaces	Cirl bunting land (S106)	No	✓	146	161	277			4. Great places to live & work
KB3	Open Spaces	Stover Park improvements (S106)	No		20	-	20			4. Great places to live & work
KG9	Open Spaces: Active	Provision for Tennis Court Improvements (GG; S106; CR)	No			244				8. Out and about and active
KG9	Open Spaces: Active	Forde Park Path (S106)	No			25				8. Out and about and active
KB2	Open Spaces	Replacement Gator (GG)	No			20				4. Great places to live & work
Provision	Play area equipment/refurb	Provision for Powderham Newton Abbot play space equipment and wider park improvements (S106)	Yes			-	100			8. Out and about and active
KJ5	Play area equipment/refurb	Ashburton Rd, Newton Abbot play area (S106, EC)	No	✓		66				8. Out and about and active
KJ6	Play area equipment/refurb	Furlong Close, Buckfastleigh (RS, CR)	No	✓	28	28				8. Out and about and active
Provision	Play area equipment/refurb	Prince Rupert Way, Heathfield (S106)	Yes		40	-	40			8. Out and about and active
KJ2	Play area equipment/refurb	Mill Marsh Park, Bovey Tracey play improvements (S106)				70				8. Out and about and active
Provision	Play area equipment/refurb	Provision for Teignbridge-funded play area refurb/equipment (CR)	Yes		86	-	80			8. Out and about and active
KL3	Rural areas	Rural England Prosperity Fund (GG)	No			163				6. Investing in prosperity
KB1	SANGS/Open Spaces	Ridgetop Countryside Park (South West Exeter SANGS) (GG)	No	✓	1,105	-	1,367			4. Great places to live & work
Provision	SANGS/Open Spaces	New Countryside Parks (CIL)	Yes					3,000		4. Great places to live & work
Provision	South West Exeter	 Provision for South West Exeter Transport (CIL)	Yes							7. Moving up a gear
Provision	South West Exeter	 Provision for South West Exeter Bus Services (CIL)	Yes					200		7. Moving up a gear
Provision	Teignbridge	Provision for Education (CIL)	Yes				4,000	4,050	2,000	4. Great places to live & work
KX5	Teignmouth Town Centre	George Street Car Park (S106; CR)	No	✓	480	50	435			3. Going to town
KR2	Teignmouth	Beach Management Plan (GG)	No	✓	82	92				9. Strong communities

Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
Provision	Teignmouth	Storage containers (RS)	Yes			14			9. Strong communities	
Provision	Transport	 Transport Hubs and Public Transport (CIL)	Yes	750	750	750			7. Moving up a gear	
Provision	Waste Management	Provision for Bulking Station - replace telehandlers 2028-31 (CR)	Yes		-			110	2. Clean scene	
KS3	Waste Management	Sortline Baler (CR; RS)	No		203				2. Clean scene	
Provision	Waste Management	Provision for Bulking Station - replace Sortline (RS)					250		2. Clean scene	
Provision	Waste Management	Provision for replacement card baler (2028) (CR)	Yes						2. Clean scene	
Provision	Waste Management	Provision for Simpler Recycling Statutory Requirements (RS; CR)	Yes				350	35	2. Clean scene	
KS1	Waste Management	Provision for Waste vehicles (Technically PB under new IFRS 16 No accounting rules - in practice,	No		-	13,274			2. Clean scene	
KS2	Waste Management	 Fleet Decarbonisation Infrastructure (CR, RS)	No		20	769			2. Clean scene	
Provision	Waste Management	Provision for improvements to waste management infrastructure (workshop, offices, storage, welfare) 2028-31 funding as yet unidentified							2. Clean scene	
Provision	Waste Management	Provision for waste fleet IC100 units (CR) 2028-31							2. Clean scene	
KS0	Waste Management	Purchase of Wheeled Bins (CR;RS)	No	155	155	160	168	176	2. Clean scene	
					<b>38,367</b>	<b>24,065</b>	<b>53,314</b>	<b>17,987</b>	<b>7,203</b>	

Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24	2023-24	2024-25	2025-26	2026-27	
					£'000	£'000	£'000	£'000	£'000	
<b>FUNDING</b>										
<b>GENERAL</b>										
		Capital Receipts Unapplied - Brought forward			(1,693)	(1,030)	(582)	(671)	(260)	
		Capital Receipts - Anticipated			-	(282)	(1,100)	-	-	
		Capital Receipts Unapplied - Carried forward			719	582	671	260	130	
		Revenue Contributions Reserve - Brought forward			(587)	(1,108)	(1,033)	(6)	(9)	
		Budgeted Revenue Contribution			(300)	(300)	(500)	(500)	(500)	
		Additional specific revenue contributions from departmental budgets and revenue grants.			(145)	(46)	(225)	(145)	-	
		Revenue contribution: movement in reserves				(166)				
		Revenue Contributions Reserve - revenue support/provisions.			38	114	133	153	-	
		Balance of Revenue Contributions Reserve - carried forward			588	1,033	6	9	4	
		Government Grants			(14,583)	(8,445)	(9,667)	(1,674)	(1,666)	
		S106			(546)	(1,019)	(791)	(40)	(206)	
		Other External Contributions			-	(70)	-	-	-	
		Community Infrastructure Levy			(5,833)	(4,256)	(7,113)	(10,268)	(2,338)	
		Prudential borrowing			(10,405)	(771)	(24,880)	(3,681)	(934)	
<b>HOUSING</b>										
		Capital Receipts Unapplied - Brought forward			(3,669)	(3,497)	(3,435)	(1,021)	(1,017)	
		Capital Receipts - Anticipated			(141)	(141)	(20)	(20)	(20)	
		Capital Receipts - Right to Buy			-	-	-	-	-	
		Revenue contributions				(71)				
		Better Care Funding and other government grants.			(2,121)	(4,790)	(3,646)	(1,400)	(1,400)	
		S106			(464)	(935)	(368)	-	-	
		Other External Contributions			-	-	-	-	-	
		Internal or Prudential Borrowing			(1,761)	(2,302)	(1,785)	-	-	
		Capital Receipts Unapplied - Carried forward			2,536	3,435	1,021	1,017	1,013	
<b>TOTAL FUNDING</b>					<b>(38,367)</b>	<b>(24,065)</b>	<b>(53,314)</b>	<b>(17,987)</b>	<b>(7,203)</b>	

**Programme Funding**

<b>All Revenue contributions</b>	<b>(405)</b>	<b>(544)</b>	<b>(1,619)</b>	<b>(489)</b>	<b>(505)</b>
<b>Capital Receipts</b>	<b>(2,249)</b>	<b>(933)</b>	<b>(3,445)</b>	<b>(435)</b>	<b>(154)</b>
<b>Section 106</b>	<b>(1,010)</b>	<b>(1,954)</b>	<b>(1,159)</b>	<b>(40)</b>	<b>(206)</b>
<b>Other External Contribution Grant</b>	<b>-</b>	<b>(70)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Infrastructure Levy</b>	<b>(16,704)</b>	<b>(13,235)</b>	<b>(13,313)</b>	<b>(3,074)</b>	<b>(3,066)</b>
<b>Prudential borrowing</b>	<b>(5,833)</b>	<b>(4,256)</b>	<b>(7,113)</b>	<b>(10,268)</b>	<b>(2,338)</b>
<b>Total</b>	<b>(12,166)</b>	<b>(3,073)</b>	<b>(26,665)</b>	<b>(3,681)</b>	<b>(934)</b>
<b>Total</b>	<b>(38,367)</b>	<b>(24,065)</b>	<b>(53,314)</b>	<b>(17,987)</b>	<b>(7,203)</b>
<b>Balance of capital receipts</b>	<b>(3,256)</b>	<b>(3,756)</b>	<b>(1,692)</b>	<b>(1,277)</b>	<b>(1,143)</b>

Key:

<b>EC</b>	External Contributions
<b>S106</b>	S106 - Section 106 developer contribution
<b>CIL</b>	Community Infrastructure Levy
<b>GG</b>	Government Grant
<b>CR</b>	Capital Receipts
<b>RS</b>	Revenue Savings
<b>PB</b>	Prudential Borrowing
<b>C</b>	Project complete. Where this relates to payment of a contribution, indicates contribution has been paid.



Climate Change project

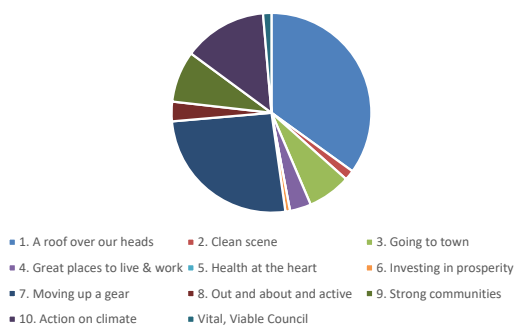
√ Budget carried forward from previous years

**Bold****Denotes a change in the programme**

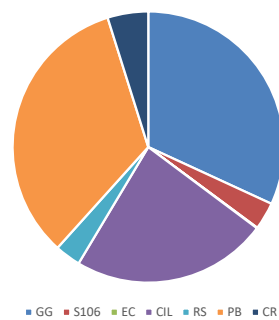
Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2023-24 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	

<b>1. A roof over our heads</b>				5,661	8,412	8,262	1,454	1,454
<b>2. Clean scene</b>				165	388	14,203	768	321
<b>3. Going to town</b>				14,326	1,687	11,635	2,463	-
<b>4. Great places to live &amp; work</b>				2,029	829	6,422	7,138	2,088
<b>5. Health at the heart</b>				-	-	-	-	-
<b>6. Investing in prosperity</b>				2,000	180	2,250	-	-
<b>7. Moving up a gear</b>				7,998	6,222	3,025	1,130	250
<b>8. Out and about and active</b>				194	764	260	700	701
<b>9. Strong communities</b>				1,961	2,001	2,443	1,674	1,666
<b>10. Action on climate</b>				3,639	3,255	4,552	2,439	439
<b>Vital, Viable Council</b>				394	327	262	221	284
<b>Totals</b>				<b>38,367</b>	<b>24,065</b>	<b>53,314</b>	<b>17,987</b>	<b>7,203</b>

Strategy Summary



Funding Summary



This page is intentionally left blank



## **Teignbridge District Council**

### **Financial Plan**

**2024 to 2029**

## 1. About this Plan

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

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

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

The Financial Plan comprises of two parts;

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

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

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

➤ **Part 2 – Financial Viability Process (FVP)** *(page 14)*

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



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

**Definition Note:**

1. The General Fund records day to day revenue spending and income on the delivery of Council services.
2. Capital programme spending relates to purchases or enhancements of assets, expenditure that has benefit greater than a year and is over £10k.

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

**2. Introduction**

The development of a five year financial model is based upon a number of assumptions and perceived risks which clearly become more difficult to predict as the period covered lengthens. In recent years we have been subject to one year only financial settlements from Government, there have been fundamental funding reviews proposed, delayed and then cancelled on a number of occasions making even short term planning difficult. We now have a further one year settlement for 2024/25 with no clarity on what will happen about when central funding is to be reviewed again which is now predicted to be in 2026/27. Any plan built over a period greater than 5 years becomes more unpredictable as assumptions about future financial indicators lengthen.

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

**3. Fundamental principles**

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

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

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

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

#### **4. Financial background**

The Government has cut core funding significantly for a number of years.

Additional support was provided during the Pandemic but this has now been withdrawn and the underlying funding for local authorities is historically low.

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

These factors have shaped the finances of the Council over recent years and placed it in a continuous difficult position of setting balanced budgets.

The Council needs to address its continuing budget gaps on the revenue budget and mitigate use of funding earmarked reserves which could be redirected to other activities. Member support is key to achieving this objective.

The Council has facilitated and encouraged business and housing growth in the district to deliver its ambitions and benefited in additional government funding through New Homes Bonus and extra Business Rate income which to date has put the Council in a stronger financial position than a number of other councils. This has enabled continued significant investment in non-statutory services to benefit the district. The Council has also embarked on building its own housing to facilitate moving towards its affordable housing target aspirations.

#### **5. Medium Term Financial Plan**

The base for the MTFP is the 2023/24 approved budget and the current cost of ongoing services, adjusted to take account of a range of unavoidable costs such as pay increases, inflationary pressures, the implementation of any approved changes to the budget and any costs arising from new legislation and associated regulations or changes in resident

demand. The updated MTFP takes account of any forecast variations in the level of both investment and fee income.

The Plan also considers and makes reasonable assumptions about the likely incomes from council tax and central government funding.

The MTFP is designed to model likely outcomes and to aggregate the sum of all potential financial inputs, to determine whether the Council will have sufficient resources to achieve its objectives, or indeed whether action is required to bridge a funding gap.

In formulating these calculations a number of assumptions have been made and a range of external influences considered. The various risks and pressures are detailed at the end of the Plan with commentary on their potential impact. The consequence of the pandemic was a significant risk but high inflation and other economic factors and their impact on our finances and the public is now the central concern.

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

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

## **6. MTFP – Revenue Position**

The position on General Fund services is extracted in the table below in section 8 and shows the current year 2023/24 for comparison and forms the basis from which future assessments have been made. The 2023/24 position is the set budget from February 2023 and then the latest position for 2023/24, the implications effecting this budget are considered going forward.

Some key areas to note in this calculation:

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

- Inclusion of £1.0 million as a one off to pay an element of the pension fund deficit and reduce future deficit funding contributions.
- Additional temporary resources to deliver significant projects, climate change, service reviews, business/systems improvements etc and for the Modern 25 work and scrutiny function.
- Renewal of the vehicle leasing contracts.

- The 2023/24 budget for staff salaries was based on an assumed 2% increase. The final offer of a flat sum payment of £1,925 per employee (based on a full time individual) has been approved and implemented. This equates to a net cost over the budgeted sum in the General Fund in excess of £750,000 for 2023/24 and over £850,000 for future years based on full employment. This additional cost has been added to the model.
- Each of the 3 owners of Strata are requiring additional support to meet the various work demands and objectives requiring IT support and development. This will lead to an increase in cost. The base budget will include the provisional sums known and be amended when the relevant approvals have been provided.

The Council's previous full set of budget papers [Agenda for Full Council on Tuesday, 21st February, 2023, 10.00 am - Teignbridge District Council](#) is a useful historical reference as it details significant information about the service provision currently provided; costs and income received for revenue (appendix 4 and appendix 5), staffing resources involved in each area (appendix 5) and the capital programme (appendix 7).

**Government Funding General** - The 2023/24 Local Government Finance Settlement was a one-year spending round only with some information in relation to 2024/25. This put on hold again planned reforms; changes to both the local government funding formula and the re-basing and implementation of a new business rate retention scheme.

The Government continued to follow previous years settlements and issue a settlement for one year only for 2024/25. There was no announcement about when they intend to undertake a review of local authority funding however this is probably going to be in 2025/26 with likely funding resets to be in 2026/27. Any change in Government following the General Election could alter this.

Understanding this funding position and the implication on other core funding mechanisms (Business Rate Growth and New Homes Bonus) is critical to determining the MTFP position but there is uncertainty.

The MTFP now assumes a fall to baseline funding for the Council from 2026/27; taking away any growth in business rates (2024/25 budget £2.8 million (including pooling gain) and £2.9 million assumed for 2025/26 and the change in NHB from £0.4 million per annum in 2023/24 to £0.6 million in 2024/25 with an assumption of £0.6 million in 2025/26) and nothing thereafter. In terms of the possible reductions as stated the timing is unclear and the cliff edge in funding reduction has been assumed in the model as worst case because there is likely to be transitional funding introduced to smooth out the reductions for authorities like Teignbridge (this is referred to as 'damping' and some

provisional estimated figures are now included to reflect a possible likely position but still very uncertain).

The Local Government Finance Settlement is announced normally late November/early December and for 2024/25 was announced on 18 December which makes planning extremely difficult as councils initial budget processes are finalised at that point. The finance policy statement published on 5 December 2023 only outlined some of the key principles for 2024/25. A further announcement on 24 January provided additional funds as the income guarantee grant was increased from 3% to 4% and the rural services delivery grant was also increased.

## **7. Business Rate income**

This has been assumed under the existing arrangements; the 50% rate retention scheme. The Government had intended to introduce a 75% retention scheme but this has now been dropped with a review at some stage still being the Government's stated intention.

The MTFP assumes in 2024/25 the Council will be £2.800 million above the baseline funding level (retained growth) including pooling gains. This is considered reasonable based on current levels of income and projected growth. The Council does maintain a bad debt provision and a business rate funding reserve to mitigate annual fluctuations in rating assessments.

The greater, more fundamental risk is Government changing the regime and us losing the business rate growth in future years which has been built up. Because the timing and degree of risk is unknown the Council currently holds a Funding Reserve to cover these fluctuations and the existing gaps in the revenue budget which is not balanced. This will be used to continue to meet service costs in the budget in the short term if the worst case scenario happened. This would take place if the Government announce in any December Settlement that all growth income from business rates will be lost in the following year – highly unlikely especially without some transition protection but this reserve is available to give time to cut costs in an orderly manner to best protect the residents of Teignbridge should the worst happen.

## **8. Council Tax**

The Government has for a number of years determined district councils can increase their council tax by £5 a year or up to 2% whichever is the greatest before triggering a local referendum. This is the level of income the Government assess is available to the Council and the MTFP applies this increase annually. The Government assumes that the Council will increase its Council tax by these limits when setting its allocation of other funding streams. The allowance for 2023/24 was increased to 2.99% before a referendum is triggered and this continued for 2024/25 and is built into the model for future years (£5.70 for 2024/25).

## **9. New Homes Bonus (NHB)**

Income retained in the General Fund to support revenue costs has been included in the annual budgets for a number of years but has reduced significantly and is currently £0.4 million. The scheme is supposedly ending in its current form with the annual amount reducing; this gives £0.4 million available in 2023/24 which is then increasing to £0.6 million for 2024/25 and projected to be £0.6 million for 2025/26 and then potentially not replaced so zero for 2026/27 onwards. There are still no guarantees about future years after 2024/25 or whether a replacement will be available.

A replacement for NHB was consulted on over three years ago with the Government wishing to sharpen the incentivising of housing growth in the most effective way, no announcement of a replacement scheme has been made so it is assumed the scheme will continue in its reduced form with just an annual sum paid based on one year's growth and then end. A provision of £0.4 million had been included for potential repurpose of the NHB funding stream but this now seems unlikely. At the height of the scheme the Council was paid the annual growth sum for 6 years – in 2016/17 the Council received £3.848 million (the most received in any one year). A provision for smoothing of the funding changes is also incorporated into 2026/27.

## **10. MTFP numbers**

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

Revenue Budget Summary					Appendix 4
Revenue Budget	2023-24	2023-24	2024-25	2025-26	2026-27
	Forecast	Latest	Forecast	Forecast	Forecast
<i>EXPENDITURE</i>	£	£	£	£	£
1 Employees	24,398,970	24,248,980	26,932,610	26,140,290	26,861,980
2 Property	5,721,180	5,903,150	5,873,850	6,023,300	6,180,440
3 Services & supplies	6,768,450	8,471,680	6,919,850	6,816,050	7,012,080
4 Grant payments	19,182,450	22,550,060	19,334,800	17,334,800	15,334,800
5 Transport	1,057,840	798,070	1,082,810	1,099,660	1,118,190
6 Leasing & capital charges	1,497,950	1,543,470	2,365,490	2,701,240	2,726,460
7 Contributions to capital	300,000	567,290	500,000	500,000	500,000
<b>8 Total expenditure</b>	<b>58,926,840</b>	<b>64,082,700</b>	<b>63,009,410</b>	<b>60,615,340</b>	<b>59,733,950</b>
<i>INCOME</i>					
9 Sales	-1,467,900	-783,820	-807,690	-840,000	-873,600
10 Fees & charges	-10,781,150	-11,461,790	-11,928,260	-12,524,670	-13,150,900
11 Grants - income	-19,388,510	-23,207,970	-19,542,500	-17,542,500	-15,542,500
12 Property income	-3,343,710	-4,026,360	-3,699,950	-4,127,570	-4,251,700
13 Other income & recharges	-4,105,820	-5,816,760	-4,533,480	-4,010,380	-3,843,720
14 Transfer from (-) / to earmarked reserves	-2,205,900	-996,150	-3,551,730	-2,217,860	-4,206,570
<b>15 Total income</b>	<b>-41,292,990</b>	<b>-46,292,850</b>	<b>-44,063,610</b>	<b>-41,262,980</b>	<b>-41,868,990</b>
<b>16 Total net service cost</b>	<b>17,633,850</b>	<b>17,789,850</b>	<b>18,945,800</b>	<b>19,352,360</b>	<b>17,864,960</b>
<i>Funding</i>					
17 Council tax	-9,576,500	-9,576,500	-10,004,930	-10,507,120	-10,929,500
18 Council tax/community charge surplus(-) / deficit	-125,550	-125,550	-251,670	0	0
19 Revenue support grant	-245,040	-245,040	-261,270	-294,020	0
20 Rates baseline funding	-3,520,800	-3,520,800	-3,634,240	-3,669,860	-3,705,120
21 Estimated rates retention and pooling gain	-2,446,200	-2,684,960	-2,800,410	-2,920,830	-1,664,880
22 New homes bonus	-404,940	-404,940	-650,240	-650,240	0
23 Alternative housing funding/damping	0	0	0	0	-1,500,000
24 Other grants	-1,314,820	-1,314,820	-1,343,040	-1,310,290	-65,460
25 Budget gap (-) to be found	0	0	0	0	0
<b>26 Total funding</b>	<b>-17,633,850</b>	<b>-17,872,610</b>	<b>-18,945,800</b>	<b>-19,352,360</b>	<b>-17,864,960</b>
<b>27 -Surplus/shortfall</b>	<b>0</b>	<b>-82,760</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>28 General reserves at end of year</b>	<b>2,300,001</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>
<b>29 General reserves as % of net revenue budget</b>	<b>13.0%</b>	<b>13.4%</b>	<b>12.7%</b>	<b>12.4%</b>	<b>13.4%</b>

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

**Table: MTFP Model – Annual budget shortfall**

General Fund	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000
Budget Shortfall/(Surplus)	3,552	2,218	4,207	4,352	4,098	Not costed	Not costed	Not costed	Not costed	Not costed



Shortfalls are covered by earmarked reserves. 2026/27 is when rebasing of business rates is expected creating a significant business rates funding reduction. Early identification of savings will ensure the funding reserve is not expended as this is required in the medium term to assist with ongoing variations. By using the model different scenarios can be shown to guide the annual budget setting process.

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

**11. MTFP Revenue - The Way Forward**

The funding gap for 2024/25, 2025/26 and 2026/27 needs to be addressed working with SLT, senior officers and Members – ultimately eliminating the ongoing gap in 2026/27 when reset of funding is now likely to take place. Savings should be filtered into the budget process each year as part of the annual budget process but also in year as savings ideas are formulated, worked on and delivered.

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

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

- Each year we will undertake service reviews to ensure we are delivering VFM, drive efficiencies to see what savings can be achieved and to form an evidence base that we have done what we can, challenging ourselves on cost effective delivery of services. This will also be combined with looking at suggestions from the Ignite report (now incorporated into Modern 25) and savings suggestions identified from review of previous unspent budgets and invest to save – such as IT investment to deliver more automation. A review of our assets including disposal, re-use etc will be explored and all commercial opportunities to generate more income.



- If the funding gap estimated in 2026/27 of £4.2 million materialises, which is dependent on Government direction, then efficiencies and income generation are not going to drive that level of savings and we will need to propose significant service reductions. But this comes at a point when we know how much we need to find and when, before radical service decisions are made. As stated we have an earmarked Funding Reserve in place to protect us against any immediate changes should Government carry out reforms without good notice and support existing revenue budget gaps.

This gap should not be ignored and what actions could be taken should be considered and formulated. If savings are not found over the next 3 years then the Funding Reserve will be depleted leaving insufficient funds to address future significant variations in funding or budget pressures. Early identification of savings and their introduction would allow unspent earmarked funding reserves to potentially be reallocated. There is also some uncertainty around some further funding in the form of 'damping'. It is difficult to determine the value of this funding with no guidance available but this could assist for a period of 24/36 months in 2026/27 and 2027/28 (and possibly 2028/29).

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

- a. **Approval of Council tax increases at the maximum allowed – £5 or 2.99% currently**
- b. **Agreement of our asset strategy and determining best use of our assets – disposal/transfer/re-use and re-model**
- c. **Pursuit of maximum asset disposal proceeds**
- d. **Exploring commercial investment opportunities including charging policy**
- e. **Maximising income from existing fees and charges**
- f. **Exploring new opportunities for setting fees and charges**
- g. **Reviewing the savings options from the Ignite work**
- h. **Investing in our IT provision to deliver more automation and efficiencies**
- i. **Review our policy for earmarked reserves and funding budget gaps**
- j. **Reviewing support for third sector grants and support**
- k. **Identifying other voluntary grants and future support**
- l. **Reviewing quick wins and budgets no longer required**
- m. **Periodic review of the capital programme and alignment to strategic priorities**
- n. **Agreement to provide a revenue contribution to capital at £500,000 per annum in 2024/25 and £500,000 per annum for future years**
- o. **Determining adequate borrowing limits including headroom for the capital programme through approval of the appropriate treasury management indicators**
- p. **Councillors community fund budget**
- q. **Further payments to reduce the pension fund deficit**
- r. **Minimum level of general reserves – currently suggested at £2.4 million**
- s. **Limit use of earmarked reserves to bridge budget gaps**
- t. **Considering new funding models**
- u. **Timeline for delivery of savings**
- v. **Working with Town and Parish councils re service provision**

## 12. Capital

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

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

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

### MTFP Model – Capital Expenditure and Funding Position

Strategic Priority	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
A roof over our heads	8,412	8,262	1,454	1,454	1,454
Clean scene	388	14,203	768	321	220
Going to town	1,687	11,635	2,463	-	-
Great places to live and work	829	6,422	7,138	2,088	5,138
Health at the heart	-	-	-	-	-
Investing in prosperity	180	2,250	-	-	-
Moving up a gear	6,222	3,025	1,130	250	550
Out and about and active	764	260	700	701	40
Strong communities	2,001	2,443	1,674	1,666	-
Action on climate	3,255	4,552	2,439	439	2,000
Vital, viable council	327	262	221	284	41
<b>Total Capital Expenditure</b>	<b>24,065</b>	<b>53,314</b>	<b>17,987</b>	<b>7,203</b>	<b>9,443</b>
<b>Borrowing</b>	<b>(3,073)</b>	<b>(26,665)</b>	<b>(3,681)</b>	<b>(934)</b>	<b>-</b>
<b>Capital Receipts</b>	<b>(933)</b>	<b>(3,445)</b>	<b>(435)</b>	<b>(154)</b>	<b>(24)</b>
<b>Revenue contributions (includes specific sums)</b>	<b>(544)</b>	<b>(1,619)</b>	<b>(489)</b>	<b>(505)</b>	<b>(291)</b>
<b>Grants / external contributions</b>	<b>(13,305)</b>	<b>(13,313)</b>	<b>(3,074)</b>	<b>(3,066)</b>	<b>(1,400)</b>
<b>CIL</b>	<b>(4,256)</b>	<b>(7,113)</b>	<b>(10,268)</b>	<b>(2,338)</b>	<b>(7,688)</b>
<b>S.106</b>	<b>(1,954)</b>	<b>(1,159)</b>	<b>(40)</b>	<b>(206)</b>	<b>(40)</b>
<b>Total Funding</b>	<b>(24,065)</b>	<b>(53,314)</b>	<b>(17,987)</b>	<b>(7,203)</b>	<b>(9,443)</b>

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

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

The programme assumes £34.4 million of borrowing between 2023/24 and 2027/28 in addition to the current underlying need to borrow of £21.0 million. Cash flow monitoring and balance sheet review exercises indicate no immediate need to borrow externally over the next 2-3 years. This is dependent upon the speed with which capital projects progress and is reviewed periodically alongside interest rate monitoring, so that when long-term external borrowing is required, it is undertaken in a controlled way in line with the Council's treasury strategy. This position has been factored into the revenue model in terms of costs of borrowing/lost external interest/minimum revenue provision etc. Any new borrowing will need to be considered in conjunction with existing borrowing commitments, maximum borrowing limits and a comfortable headroom for borrowing.

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

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

- Only approved schemes and provisions from the February 2023 budget process and subsequent approvals brought to Members are included. The current position shows General Fund capital receipts largely being used by 2025/26. If any new projects or schemes do come forward, it is assumed they will attract sufficient funding and/or have a positive business case with a minimum return of 1%.
- Any scheme inclusion in the Programme over and above this core annual expenditure needs to be considered carefully for inclusion in future programmes. This happens on a case-by-case basis to determine if they meet corporate objectives. Business cases must evidence the required 1% return in the case of self-funded schemes or show delivery in conjunction with other agencies/partners. Some schemes will come with no funding but may still be necessary, for example IT improvements and asset refurbishments.
- The introduction of £300,000 per year baseline as a revenue contribution to capital in 2023/24 (then increasing to £500,000 in 2024/25 and future years) will assist in supporting the capital programme and for any spends without a sufficient supporting business case. Revenue contributions are all committed until 2027/28.

## The Way Forward – Capital programme

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

### ➤ **Part 2 – Financial Viability Process (FVP)**

#### **13. Aim of the FVP**

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

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

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

The major risks and pressures are:

Changing government funding  
Inflation  
High interest rates  
Cost of living crisis and impact on services/income  
Ongoing impact following the Covid pandemic and recovery  
Existing budget gaps and limited earmarked reserves  
Staff resources  
Additional demands from Government

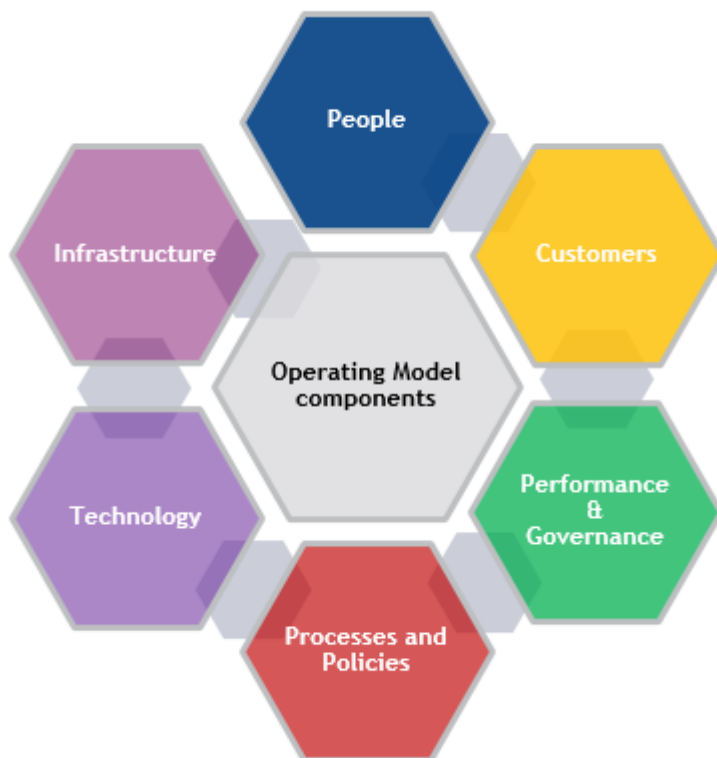
#### **14. Modern 25 Programme**

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

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

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

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



From their recommendation we have developed our Modern 25 programme which aims to deliver a new operating model for the council delivering £2.6 million of phased benefit savings by April 2026 and implementing the changes across the whole council in line with agreed design principles. The programme focuses on delivery of 3 main workstreams

## **1. Customer and Service Design - Lead Tracey Hooper**

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

Our services will be designed to be more sustainable through:

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

## **2. Technology and Digital - Amanda Pujol**

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

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

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

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

## **3. People and Organisational Design - Tim Slater**

We are currently designing, developing and delivering a new council structure that supports the new operating Model for the delivery of services to our customers and the delivery of our strategic portfolio. This will include a review of current HR policies and procedures, including performance management, to support the implementation of the new operating model and define:

- The spans of control for managers and the scope of management responsibilities for changes to the organisational structure

- The creation and evaluation of any new roles that will be created to support the delivery of the new operating model
- The programme will review HR policies and procedures, including performance management to support the implementation of the Target Operating Model
- The governance structures that will support performance management

#### **4. Strategic portfolio - Martin Flitcroft**

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

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

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

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

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

#### **5. Performance Management Data: Lead – Jack Williams**

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

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

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

## **6. Asset Management: Lead – Tom Phillips**

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

- a) Understanding the financial and non-financial performance of assets and using this to drive asset management decisions.
- b) Proactive asset management – Maximising the returns from assets and disposing of assets that have a poor financial / non-financial return and at market value where appropriate.
- c) Investing in assets only where there's a strong business case.
- d) Supporting wider objectives – Being clear where and how asset management is supporting wider objectives, such as benefitting the community, shaping the built landscape, supporting the Council in its service delivery and proactively supporting our commitment to tackling climate change.
- e) Encouraging asset transfer where appropriate.

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

## **7. Income Maximisation: Lead – Claire Moors**

It is viewed that members are supportive of ensuring where fees and charges are made that these are set at appropriate rates and reviewed regular to keep pace with costs. It is also considered there is support to develop existing services areas where there is opportunity and customer demand for additional or enhanced services to be offered that can generate surpluses for the Council. An average 5% increase is proposed for 2024/25 to recoup inflationary costs. Any charges below an average for the service need to be increased accordingly and a more commercial view pursued for the charging of activities and services.

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



## EXTERNAL INFLUENCES AND KEY ASSUMPTIONS WITHIN THE REVENUE MTFP MODEL

- Inflation**

Inflation rates are based on the latest available data.

Although the financial model is based upon what are believed to be a series of prudent assumptions, there is inevitably a risk that some or all factors applied could be inaccurate. The table below summarises the impact of any such inaccuracies that would have a detrimental effect upon the financial plan. Inflation in recent times has not been a high risk but currently rates are historically high with Bank of England projecting inflation to remain relatively high in the short to medium term driven by food and energy costs. Contract costs, pay rises and a pay review of salaries are likely to cause some of the biggest pressures for future years.

### Financial impact of changes in inflation assumptions 2024/25.

Factor	MTFP Predicted Inflation Costs £000	Worse by 1% £'000	Worse by 2% £'000
Pay, N.I & Pension & other employee costs + other costs	872	218	436

- Investment Returns**

The approach adopted, of budgeting for investment income remains prudent. Investment return predictions have been factored in with higher income in 2023/24 but reducing in future years.

- Council Tax Income**

The MTFP had previously followed recent Government practice of allowing a £5 a year increase.

This was modified to reflect the change in percentage to 2.99% for 2023/24 and 2.99% for 2024/25 (£5.70) and future years.

### Financial impact of changes in council tax levels (2024/25).

Level of council Tax increase	Predicted council tax income £000	Loss of income in MTFP 2024/25 £'000
Council tax yield at £5 (2.62%) increase	(9,969)	36
Yield at 2.0%	(9,909)	96
Yield at 1.0%	(9,812)	193
Yield at 0.0%	(9,715)	290

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

- **New Homes Bonus**

The main risk is numbers being below the projections as new properties being built continues to recover from the pandemic plus constraints within the house building market. The Plan assumes significant reduction in income from previous years. We await Government consultation on any revised scheme and the implications on the MTFP but no projections can be made on this until Government outline any replacement scheme (if any).

- **Business Rate Income**

The risks associated with Business Rate income have been covered above including the Government's intention of business rates rebasing. A £2.800 million additional benefit has been budgeted in 2024/25 for additional rates above the Council's baseline (including pooling gain), this is the sum that will be budgeted and if the actual amount is less through a reduction in assessments or collection of income drops than the difference will be met from the earmarked Funding Reserve.

When the Government looks at rebasing then the Council has the earmarked Funding Reserve to be used to mitigate this for the year.

Revenue Budget Summary							Appendix A
Revenue Budget	2023-24 Forecast	2023-24 Latest	2024-25 Forecast	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast	2028-29 Forecast
	£	£	£	£	£	£	£
<b>EXPENDITURE</b>							
1 Employees	24,398,970	24,248,980	26,932,610	26,140,290	26,861,980	27,667,840	28,497,880
2 Property	5,721,180	5,903,150	5,873,850	6,023,300	6,180,440	6,337,580	6,494,720
3 Services & supplies	6,768,450	8,471,680	6,919,850	6,816,050	7,012,080	7,208,110	7,404,140
4 Grant payments	19,182,450	22,550,060	19,334,800	17,334,800	15,334,800	13,334,800	11,334,800
5 Transport	1,057,840	798,070	1,082,810	1,099,660	1,118,190	1,118,190	1,118,190
6 Leasing & capital charges	1,497,950	1,543,470	2,365,490	2,701,240	2,726,460	2,726,460	2,726,460
7 Contributions to capital	300,000	567,290	500,000	500,000	500,000	500,000	500,000
<b>8 Total expenditure</b>	<b>58,926,840</b>	<b>64,082,700</b>	<b>63,009,410</b>	<b>60,615,340</b>	<b>59,733,950</b>	<b>58,892,980</b>	<b>58,076,190</b>
<b>INCOME</b>							
9 Sales	-1,467,900	-783,820	-807,690	-840,000	-873,600	-908,540	-944,880
10 Fees & charges	-10,781,150	-11,461,790	-11,928,260	-12,524,670	-13,150,900	-13,808,450	-14,498,870
11 Grants - income	-19,388,510	-23,207,970	-19,542,500	-17,542,500	-15,542,500	-13,542,500	-11,542,500
12 Property income	-3,343,710	-4,026,360	-3,699,950	-4,127,570	-4,251,700	-4,379,250	-4,510,630
13 Other income & recharges	-4,105,820	-5,816,760	-4,533,480	-4,010,380	-3,843,720	-3,959,030	-4,077,800
14 Transfer from (-) / to earmarked reserves	-2,205,900	-996,150	-3,551,730	-2,217,860	-4,206,570	-1,820,930	0
<b>15 Total income</b>	<b>-41,292,990</b>	<b>-46,292,850</b>	<b>-44,063,610</b>	<b>-41,262,980</b>	<b>-41,868,990</b>	<b>-38,418,700</b>	<b>-35,574,680</b>
<b>16 Total net service cost</b>	<b>17,633,850</b>	<b>17,789,850</b>	<b>18,945,800</b>	<b>19,352,360</b>	<b>17,864,960</b>	<b>20,474,280</b>	<b>22,501,510</b>
<b>Funding</b>							
17 Council tax	-9,576,500	-9,576,500	-10,004,930	-10,507,120	-10,929,500	-11,368,850	-11,825,870
18 Council tax/community charge surplus(-) / deficit	-125,550	-125,550	-251,670	0	0	0	0
19 Revenue support grant	-245,040	-245,040	-261,270	-294,020	0	0	0
20 Rates baseline funding	-3,520,800	-3,520,800	-3,634,240	-3,669,860	-3,705,120	-3,816,000	-3,867,000
21 Estimated rates retention and pooling gain	-2,446,200	-2,684,960	-2,800,410	-2,920,830	-1,664,880	-1,375,870	-1,435,030
22 New homes bonus	-404,940	-404,940	-650,240	-650,240	0	0	0
23 Alternative housing funding/damping	0	0	0	0	-1,500,000	-1,317,000	-1,210,000
24 Other grants	-1,314,820	-1,314,820	-1,343,040	-1,310,290	-65,460	-65,460	-65,460
25 Budget gap (-) to be found	0	0	0	0	0	-2,531,100	-4,098,150
<b>26 Total funding</b>	<b>-17,633,850</b>	<b>-17,872,610</b>	<b>-18,945,800</b>	<b>-19,352,360</b>	<b>-17,864,960</b>	<b>-20,474,280</b>	<b>-22,501,510</b>
<b>27 -Surplus/shortfall</b>	<b>0</b>	<b>-82,760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>28 General reserves at end of year</b>	<b>2,300,001</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>	<b>2,400,004</b>
<b>29 General reserves as % of net revenue budget</b>	<b>13.0%</b>	<b>13.4%</b>	<b>12.7%</b>	<b>12.4%</b>	<b>13.4%</b>	<b>13.4%</b>	<b>13.0%</b>

This page is intentionally left blank