



# PROPOSED REVENUE BUDGET DIGEST

**2017/2018**

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## **Introduction**

This document provides a description of what each Council service does and how much it is proposed that they will spend next year including how much income they will receive.

It sets out details of all of the proposals for service change, income generation and efficiencies in order to produce a balanced budget for 2017/2018. For those proposals which have been assessed as having a material impact on service users, Equality Impact Assessments have been prepared and are available on the Council's website.

## Proposed Revenue Budget 2017/18

Business Unit/Service	Expenditure £000's	Income £000's	Net £000's
<b>Joint Commissioning Team (JCT)</b>			
Adult Social Care	42,539	-1,946	40,593
Children's Services	77,614	-48,740	28,874
<i>Dedicated Schools Grant included in Children's Services</i>	36,786	-36,786	0
Public Health and Community Safety	11,116	-1,479	9,637
<b>Sub Total – Joint Commissioning Team</b>			<b>79,104</b>
<b>Joint Operations Team (JCT)</b>			
<u>Community and Customer Services</u>			
Community Services	30,065	-6,192	23,873
Customer Services	72,953	-69,460	3,493
<i>Housing benefit included in Customer Services</i>	66,144	-66,439	-295
<b>Sub Total - Community and Customer Services</b>			<b>27,366</b>
<u>Corporate and Business Services</u>			
Corporate Services	23,993	-19,615	4,378
Business Services and Regeneration and Assets	13,865	-15,071	-1,206
<b>Sub Total - Corporate and Business Services</b>			<b>3,172</b>
<b>Sub Total – Joint Operations Team</b>			<b>30,538</b>
<b>TOTAL</b>			<b>109,642</b>
<b>Sources of Funding</b>			
Council Tax	0	-60,075	-60,075
Revenue Support Grant	0	-14,188	-14,188
Business Rates (NNDR)	51	-30,760	-30,709
Collection Fund, Education Grant and New Homes Bonus	0	-4,670	-4,670
<b>TOTAL</b>			<b>-109,642</b>

2017/18 Revenue Budget Build

	2016-17 Restated Revenue Budget	One-off funding no longer required	2017/18 Base Budget	Contingency for risk of adverse settlement in Dec 16	2% ASC Precept for 2017/18	Identified Service Pressures	Childrens Services	Changes in Funding	Inflation	Proposed Savings	Shortfall to be funded from Reserves until final settlement known in Dec 16	Ring fenced 17/18 Budget reductions transferred to Finance	Total Proposed Mayors Budget Nov 2016
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Joint Commissioning</b>													
Children's Services	28,955		28,955				1,000		340	-931			29,364
Children's Services (Previous reserve funding now funded from Revenue Budget)	-1,100		-1,100			0	1,100						0
Adult Services	39,293		39,293		1,082	1,000			812	-1,020			41,167
Public Health	9,892		9,892					-241	2	-412		396	9,637
<b>Sub Total</b>	<b>77,040</b>	<b>0</b>	<b>77,040</b>	<b>0</b>	<b>1,082</b>	<b>1,000</b>	<b>2,100</b>	<b>-241</b>	<b>1,154</b>	<b>-2,363</b>	<b>0</b>	<b>396</b>	<b>80,168</b>
<b>Joint Operations - Community and Customer Services</b>													
Community Services	24,168		24,168			295			347	-843			23,967
Customer Services	3,744		3,744						26	-387			3,383
<b>Sub Total</b>	<b>27,912</b>	<b>0</b>	<b>27,912</b>	<b>0</b>	<b>0</b>	<b>295</b>	<b>0</b>	<b>0</b>	<b>373</b>	<b>-1,230</b>	<b>0</b>	<b>0</b>	<b>27,350</b>
<b>Joint Operations - Corporate and Business Services</b>													
Corporate Services	3,847	-2,290	1,557	500		1,175		-383	176	-1,085	-1,393	-438	109
Business Services	257		257			0			-129	-853		42	-683
<b>Sub Total</b>	<b>4,104</b>	<b>-2,290</b>	<b>1,814</b>	<b>500</b>	<b>0</b>	<b>1,175</b>	<b>0</b>	<b>-383</b>	<b>47</b>	<b>-1,938</b>	<b>-1,393</b>	<b>-396</b>	<b>-574</b>
													0
<b>Total</b>	<b>109,056</b>	<b>-2,290</b>	<b>106,766</b>	<b>500</b>	<b>1,082</b>	<b>2,470</b>	<b>2,100</b>	<b>-624</b>	<b>1,574</b>	<b>-5,531</b>	<b>-1,393</b>	<b>0</b>	<b>106,944</b>

	Total Proposed Mayors Budget Nov 2016	Reversal of proposed savings	Additional savings	Movement between services	Reversal of Shortfall to be funded from Reserves until final settlement known in Dec 16	Allocation of pension tri- annual review	Investment	Changes in funding (See Notes)	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Joint Commissioning</b>									
Children's Services	29,364	246	-581			130		-285	28,874
Children's Services (Previous reserve funding now funded from Revenue Budget)	0								0
Adult Services	41,167	33		50		9	166	-832	40,593
Public Health	9,637								9,637
<b>Sub Total</b>	<b>80,168</b>	<b>279</b>	<b>-581</b>	<b>50</b>	<b>0</b>	<b>139</b>	<b>166</b>	<b>-1,117</b>	<b>79,104</b>
<b>Joint Operations - Community and Customer Services</b>									0
Community Services	23,967		-150	-9		65			23,873
Customer Services	3,383					60		50	3,493
<b>Sub Total</b>	<b>27,350</b>	<b>0</b>	<b>-150</b>	<b>-9</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>50</b>	<b>27,366</b>
<b>Joint Operations - Corporate and Business Services</b>									0
Corporate Services	109	66	-525	206	1,393	-291	725	2,695	4,378
Business Services	-683	150	-450	-247		24			-1,206
<b>Sub Total</b>	<b>-574</b>	<b>216</b>	<b>-975</b>	<b>-41</b>	<b>1,393</b>	<b>-267</b>	<b>725</b>	<b>2,695</b>	<b>3,172</b>
	0								0
<b>Total</b>	<b>106,944</b>	<b>495</b>	<b>-1,706</b>	<b>0</b>	<b>1,393</b>	<b>-3</b>	<b>891</b>	<b>1,628</b>	<b>109,642</b>

Notes:

These funding changes arise from changes in grants (including the Adult Social Care Grant and New Homes Bonus) and changes in inflation.

## Children's Services

**Executive Lead:** Councillor Parrott

**Responsible Officer:** Andy Dempsey

### Children's Safeguarding Service - Disabilities / Quality Assurance

This area of the budget covers services to safeguard children and young people with disabilities and work with families with complex needs. It covers the work associated with placing, supporting and monitoring the children with disabilities who need to be in the care of the local authority as well as the provision of short breaks; holiday playchemes; and other groups for children with complex to profound learning and/or physical disabilities.

This section also includes the Safeguarding Unit, the Torbay Safeguarding Children's Board and PARIS team as well as organisational development for all Children's Services staff.

### Children's Safeguarding Service – Placement Costs and Allowances

This section of the budget only includes costs relating to the care of children in need or in care. It includes health income to support packages of care and contributions from Dedicated Schools Grant (DSG) for joint funded placements with an educational element.

### Children's Safeguarding Service – Specialist Services/Intensive Youth

Children's Safeguarding team provides fostering and adoption services in Torbay such as recruitment, assessment, supervision and support. It also covers the Looked After Children/ Permanence team in which the Social Workers take the statutory responsibility, in conjunction with colleagues within the Adoption Team, for completing the necessary reports and procedures around the process of placing a child for adoption, from the making of a 'Placement Order'. And also the work of Long-Term Care: In which a large number of the children allocated to this team are placed either in Torbay foster placements, or within 'out of area' fostering and residential provision.

This section also covers the work of the Integrated Youth Support Service that provides an integrated service to children and young people from the age of 10 until 25. The IYSS service will bring together a range of areas such as youth offending, care leavers, attendance improvement and provide targeted interventions to prevent or reduce the numbers of young people entering or remaining within the care system.



### **Children's Safeguarding Service – Senior Management/Initiatives**

This service includes the costs of Business Support including staff travel, subsidence, mobile phone and office expenses across Children's Services. It also includes the costs of the Senior Management Team (excluding the Director of Children's Services). Also included is the two year Department for Education Innovation Programme bid.

### **Children's Safeguarding Service – Children in Need/Single Assessment/Child Protection/MASH**

This section of the budget covers the Children in Need Service which came into effect on 1 June 2014 and is responsible for the following areas of social work: Initial Assessments, Core Assessments, Child Protection investigations (s47) from Initial Assessment where required, Children Looked After, Duty system/rota and Section 7 reports. It also covers The Family Solutions Service is one part of the journey towards the Integrated Services Delivery Model. This has enabled the opportunity to bring together the Family Intervention Project with the Locality Family Support Teams to create a new service of Community Care Workers currently delivering targeted interventions to children, young people and their families at high level 2 of the child's journey.

It is also responsible for child protection service where the teams hold caseloads of children who have been identified as being in need of support and/or protection which is delivered via a Child in Need plan or a Child Protection Plan. Those children most at risk of harm may be 'looked after' and their circumstances considered within the Court arena.

It also covers work by The Arc (Assessment Resource Centre), Intensive Family Support Service (IFSS) and Family Group Conferencing.

### **Commissioning Unit Inc Youth and External Contracts**

This includes Commissioning Unit (including Youth Carers Service), Youth Services an external contracts with Careers South West, Children's Society and Citizens Advice. This also includes the Troubled Families Grant.

## Schools Services

This service includes services funded by the Dedicated Schools Grant (DSG) of approx £41m and Council funding. The main services predominately by DSG are: - School Formula Allocations, Alternative Provision / Vulnerable Children, Independent Special School Fees, PVI and Early Years funding.

Services predominately funded by Council funding are:- Special Educational Needs, Home to School Transport / Escorts, other school support services including Educational Psychology and Advisory Teachers, Governing Body Support and Private Finance Initiative.

# Children's Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Children's Safeguarding Service - Disabilities / Quality Assurance</b>					
709	Disabilities - Day Care Services	2.18	337	-25	312
715	Disabilities - Direct Payments	0	255	-60	195
713	Disabilities - Domiciliary Care	0	20	-4	16
714	Disabilities - Overnight Short Breaks	0	337	-90	247
712	Disabilities - Social Work Team	7.01	280	0	280
710	Disabilities- Occupational Therapy	0.57	105	0	105
760	PARIS Team	4	133	0	133
708	Safeguarding Children Board	2.42	204	-115	89
707	Safeguarding Unit / Training	8.5	646	0	646
<b>Service Total</b>		<b>24.68</b>	<b>2,317</b>	<b>-294</b>	<b>2,023</b>

## Children's Safeguarding Service - Placement Costs & Allowances

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
762	16+ Independent Provision	0	585	0	585
743	Adoption Allowances	0	310	0	310
740	Child Arrangement Orders	0	280	0	280
736	Connected Persons Fostering	0	365	0	365
734	In House Fostering	0	2,904	0	2,904
737	Independent Sector Fostering	0	2,678	0	2,678
735	Lodgings / Personal Allowances	0	246	0	246
738	Parent & Child Placements	0	683	0	683
739	Residential Care	0	4,544	-50	4,494
741	Section 17 - Assistance to Families	0	144	0	144
742	Special Guardianship Allowances	0	680	0	680
<b>Service Total</b>		0	<b>13,419</b>	<b>-50</b>	<b>13,369</b>

### Children's Safeguarding Service - Specialist Services / Intensive Youth

719	Adoption Service	10.02	854	-40	814
718	Fostering-Recruitment, Assessment, Supervision & Support	11.48	546	0	546

<b>ID</b>	<b>Service</b>	<b>Number of full time equivalent employees</b>	<b>Total Expenditure</b> £'000	<b>Total Income</b> £'000	<b>Net Expenditure</b> £'000
722	Intensive Youth Support Service	5.62	248	-27	221
716	Looked after Children Team	18.55	805	0	805
761	Placement with Families & Matching	3.81	163	0	163
720	Youth Offending	13.41	592	-325	267
<b>Service Total</b>		<b>62.89</b>	<b>3,208</b>	<b>-392</b>	<b>2,816</b>

### **Children's Safeguarding Service -Senior Management / Initiatives**

725	Business Support	62.03	1,513	-18	1,495
757	Innovation Programme - SWIFT		150	-100	50
731	Senior Management Team	10	785	0	785
<b>Service Total</b>		<b>72.03</b>	<b>2,448</b>	<b>-118</b>	<b>2,330</b>

### **Children's Safeguarding Service-Safeguarding & Supporting Families/Single Assessment/MASH**

728	Assessment Resource Centre	0	43	0	43
717	Early Help Service	14.95	533	-287	246

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
727	Family Group Conferencing		110	0	110
729	Intensive Family Support / CAMHS	13.61	797	-167	630
726	Multi Agency Safeguarding Hub (MASH)	7.21	312	0	312
732	Other Safeguarding Activities	0	542	0	542
730	Safeguarding & Supporting Families	43.91	1,818	0	1,818
759	Single Assessment Team	14.62	666	0	666
<b>Service Total</b>		94.3	<b>4,821</b>	<b>-454</b>	<b>4,367</b>

### Commissioning, Including Youth & External Contracts

703	Careers South West Contract	0	319	0	319
704	Children's Society Contract	0	149	0	149
754	Citizens Advice and Information	0	75	0	75
701	My Place-Parkfield / Youth Trust	7.76	300	0	300
756	Troubled Families Grant	4.8	901	-901	0
705	Young Person's Substance Misuse	0	113	-63	50

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Service Total</b>		12.56	<b>1,857</b>	<b>-964</b>	<b>893</b>

### Schools Services

744	Alternative Provision / Vulnerable Children	14.79	894	0	894
748	Early Years / Children's Centres Contract	8.56	1,258	-52	1,206
751	Home to School Transport / Escorts	3.1	1,723	-20	1,703
746	Independent Special School Fees	0	2,200	0	2,200
752	Other School Support Services	16.34	2,260	-817	1,443
753	Private Finance Initiative	0	2,727	-2,162	565
747	PVI Nursery Funding - 2, 3 & 4 year olds	0	5,130	-154	4,976
749	School Funding / DSG and Other Grants	0	32,294	-42,877	-10,583
706	SEND Reforms	6.2	214	-84	130
745	Special Educational Needs	7.53	844	-302	542
<b>Service Total</b>		56.52	<b>49,544</b>	<b>-46,468</b>	<b>3,076</b>

ID Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Total</b>	322.98	<b>77,614</b>	<b>-48,740</b>	<b>28,874</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services



## Children's Safeguarding Service - Disabilities / Quality Assurance

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Income from Health £'000	Income Police / Probation £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
709	Disabilities - Day Care Services	2.18	68	7	111	0	151	337	0	0	-25	0	-25	312
715	Disabilities - Direct Payments	0	0	0	0	0	255	255	0	0	-60	0	-60	195
713	Disabilities - Domiciliary Care	0	0	0	20	0	0	20	0	0	-4	0	-4	16
714	Disabilities - Overnight Short Breaks	0	0	0	0	0	337	337	0	0	-90	0	-90	247
712	Disabilities - Social Work Team	7.01	272	0	8	0	0	280	0	0	0	0	0	280
710	Disabilities- Occupational Therapy	0.57	23	0	22	0	60	105	0	0	0	0	0	105
760	PARIS Team	4	133	0	0	0	0	133	0	0	0	0	0	133
708	Safeguarding Children Board	2.42	128	0	76	0	0	204	-67	0	-33	-15	-115	89
707	Safeguarding Unit / Training	8.5	443	0	203	0	0	646	0	0	0	0	0	646
<b>Service Total</b>		<b>24.68</b>	<b>1,067</b>	<b>7</b>	<b>440</b>	<b>0</b>	<b>803</b>	<b>2,317</b>	<b>-67</b>	<b>0</b>	<b>-212</b>	<b>-15</b>	<b>-294</b>	<b>2,023</b>

## Children's Safeguarding Service - Placement Costs & Allowances

ID	Service	No of Staff (**FTE)	Employee	Premises	Supplies &	Payments	Payment	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Income from Health	Contribs. From DSG	Total Income (*ATL)	Net Expenditure (*ATL)
			Direct Costs		Services	to Carers	to Provider							
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
762	16+ Independent Provision	0	0	0	0	0	585	585	0	0	0	0	0	585
743	Adoption Allowances	0	0	0	0	310	0	310	0	0	0	0	0	310
740	Child Arrangement Orders	0	0	0	0	280	0	280	0	0	0	0	0	280
736	Connected Persons Fostering	0	0	0	0	365	0	365	0	0	0	0	0	365
734	In House Fostering	0	0	0	201	2,660	43	2,904	0	0	0	0	0	2,904
737	Independent Sector Fostering	0	0	0	0	0	2,678	2,678	0	0	0	0	0	2,678
735	Lodgings / Personal Allowances	0	0	0	0	0	246	246	0	0	0	0	0	246
738	Parent & Child Placements	0	0	0	18	85	580	683	0	0	0	0	0	683
739	Residential Care	0	0	0	46	0	4,498	4,544	0	0	-50	0	-50	4,494
741	Section 17 - Assistance to Families	0	0	0	144	0	0	144	0	0	0	0	0	144
742	Special Guardianship Allowances	0	0	0	0	680	0	680	0	0	0	0	0	680
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>409</b>	<b>4,380</b>	<b>8,630</b>	<b>13,419</b>	<b>0</b>	<b>0</b>	<b>-50</b>	<b>0</b>	<b>-50</b>	<b>13,369</b>

## Children's Safeguarding Service - Specialist Services / Intensive Youth

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Contribs. from other LA's £'000	Govern't Grant Income £'000	Income from Health £'000	Other Income £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
719	Adoption Service	10.02	424	0	55	0	375	854	-40	0	0	0	-40	814
718	Fostering-Recruitment, Assessment, Supervision &	11.48	492	0	54	0	0	546	0	0	0	0	0	546
722	Intensive Youth Support Service	5.62	192	0	19	0	37	248	0	0	0	-27	-27	221
716	Looked after Children Team	18.55	772	0	33	0	0	805	0	0	0	0	0	805
761	Placement with Families & Matching	3.81	156	0	7	0	0	163	0	0	0	0	0	163
720	Youth Offending	13.41	554	0	28	0	10	592	0	-198	-17	-110	-325	267
<b>Service Total</b>		<b>62.89</b>	<b>2,590</b>	<b>0</b>	<b>196</b>	<b>0</b>	<b>422</b>	<b>3,208</b>	<b>-40</b>	<b>-198</b>	<b>-17</b>	<b>-137</b>	<b>-392</b>	<b>2,816</b>

## Children's Safeguarding Service -Senior Management / Initiatives

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Buyback from Schools £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
725	Business Support	62.03	1,381	2	130	0	0	1,513	0	0	0	-18	-18	1,495
757	Innovation Programme - SWIFT		50	0	0	0	100	150	0	0	-100	0	-100	50
731	Senior Management Team	10	775	0	10	0	0	785	0	0	0	0	0	785
<b>Service Total</b>		<b>72.03</b>	<b>2,206</b>	<b>2</b>	<b>140</b>	<b>0</b>	<b>100</b>	<b>2,448</b>	<b>0</b>	<b>0</b>	<b>-100</b>	<b>-18</b>	<b>-118</b>	<b>2,330</b>

## Children's Safeguarding Service-Safeguarding & Supporting Families/Single Assessment/MASH

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Cont from Reserve	Contribut'n from Grants	Parents Penalty Notices	Total Income (*ATL)	Net Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
728	Assessment Resource Centre	0	0	36	7	0	0	43	0	0	0	0	0	43
717	Early Help Service	14.95	515	0	18	0	0	533	-52	0	-235	0	-287	246
727	Family Group Conferencing		45	0	6	0	59	110	0	0	0	0	0	110
729	Intensive Family Support / CAMHS	13.61	484	0	15	0	298	797	0	-167	0	0	-167	630
729	Multi Agency Safeguarding Hub (MASH)	7.21	310	0	2	0	0	312	0	0	0	0	0	312
732	Other Safeguarding Activities	0	0	0	30	0	512	542	0	0	0	0	0	542
730	Safeguarding & Supporting Families	43.91	1,751	0	67	0	0	1,818	0	0	0	0	0	1,818
759	Single Assessment Team	14.62	659	0	7	0	0	666	0	0	0	0	0	666
	<b>Service Total</b>	<b>94.3</b>	<b>3,764</b>	<b>36</b>	<b>152</b>	<b>0</b>	<b>869</b>	<b>4,821</b>	<b>-52</b>	<b>-167</b>	<b>-235</b>	<b>0</b>	<b>-454</b>	<b>4,367</b>

## Commissioning, Including Youth & External Contracts

ID	Service	No of Staff (**FTE)	Employee Direct Costs	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Donations	Income from Health	Total Income (*ATL)	Net Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
703	Careers South West Contract	0	0	0	319	0	0	319	0	0	0	0	0	319
704	Children's Society Contract	0	0	0	149	0	0	149	0	0	0	0	0	149
754	Citizens Advice and Information	0	0	0	71	0	4	75	0	0	0	0	0	75
701	My Place-Parkfield / Youth Trust	7.76	240	0	60	0	0	300	0	0	0	0	0	300
756	Troubled Families Grant	4.8	166	0	500	0	235	901	0	-901	0	0	-901	0
705	Young Person's Substance Misuse	0	0	0	113	0	0	113	0	0	0	-63	-63	50
	<b>Service Total</b>	<b>12.56</b>	<b>406</b>	<b>0</b>	<b>1,212</b>	<b>0</b>	<b>239</b>	<b>1,857</b>	<b>0</b>	<b>-901</b>	<b>0</b>	<b>-63</b>	<b>-964</b>	<b>893</b>

## Schools Services

ID	Service	No of Staff (**FTE)	Employee	Premises	Supplies & Services	Contribut'n to Reserves	Other	Total Expenditure (*ATL)	Fees, Charges & Sales	Govern't Grant Income	Contribut'n from Reserves	Buy-back from Schools	Total Income (*ATL)	Net Expenditure (*ATL)
			Direct Costs											
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
744	Alternative Provision / Vulnerable Children	14.79	688	15	191	0	0	894	0	0	0	0	0	894
748	Early Years / Children's Centres Contract	8.56	347	41	870	0	0	1,258	-52	0	0	0	-52	1,206
751	Home to School Transport / Escorts	3.1	78	0	1,320	0	325	1,723	-20	0	0	0	-20	1,703
746	Independent Special School Fees	0	0	0	0	0	2,200	2,200	0	0	0	0	0	2,200
752	Other School Support Services	16.34	828	0	249	0	1,183	2,260	-13	-498	-40	-266	-817	1,443
753	Private Finance Initiative	0	0	0	1,843	844	40	2,727	-641	-503	-1,018	0	-2,162	565
747	PVI Nursery Funding - 2, 3 & 4 year olds	0	0	0	0	0	5,130	5,130	0	0	-154	0	-154	4,976
749	School Funding / DSG and Other Grants	0	0	22	0	2,099	30,173	32,294	0	-40,268	-2,609	0	-42,877	-10,583
706	SEND Reforms	6.2	207	0	7	0	0	214	0	-84	0	0	-84	130
745	Special Educational Needs	7.53	326	0	53	0	465	844	-302	0	0	0	-302	542
<b>Service Total</b>		<b>56.52</b>	<b>2,474</b>	<b>78</b>	<b>4,533</b>	<b>2,943</b>	<b>39,516</b>	<b>49,544</b>	<b>-1,028</b>	<b>-41,353</b>	<b>-3,821</b>	<b>-266</b>	<b>-46,468</b>	<b>3,076</b>

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Children's Services**

**Responsible Officer:** Andy Dempsey  
**Executive Lead:** Councillor Parrott

Ref	Service Area	2017/18 £000	2018/19 £000	Description
1.1 (TP30)	Schools and Education Transformation	50		The original savings proposal emerged at a point of considerable uncertainty in the funding for local authorities in respect of its residual responsibilities towards schools. The savings proposed represents the potential difference between planned expenditure and the level of funding the Council is likely to receive for 2017/18. It is also relevant that the pace of academisation has slowed considerably which is a further consideration in determining the potential for efficiencies whilst continuing to meet the Council's statutory obligations.
1.2 (TP23)	Torbay Youth Services	175	0	<p>This is a Transformation Project around the future provision of Youth Services. Initial discussions have commenced with a number of the Trustees around the future of the Torbay Youth Trust as the mechanism for the future delivery of youth services. These discussions reflect the Council decision on the future use of Parkfield and the need on the part of the Council to significantly reduce its funding in this area.</p> <p>Work is well progressed with the Trustees based on the revised budget of £300k which will deliver the 2017/18 saving identified. A significant consideration will be the premises costs of around £70,000 to £100,000 associated with the Parkfield site which will come off the budget as the premises transfer to the school. Any change in this area would require the Trust Business Plan to be revisited. At this stage it is not possible to determine the capacity for further savings beyond 2017/18.</p> <p><i>Equality Impact Assessment prepared.</i></p>



Ref	Service Area	2017/18 £000	2018/19 £000	Description
1.3	Information, Advice and Guidance for Young People	25	40	<p>Proposed Budget for 2017/2018: £318,900 Budget Digest Ref: 703 Careers South West Contract</p> <p>Torbay Council has statutory obligations for tracking and providing Information, Advice and Guidance services which will require a residual budget to remain. This service is provided by Careers South West. Initial dialogue with Career South West and the work undertaken by Peopletoo suggests that a more cautious approach is required and this is reflected in the revised savings proposal.</p> <p><i>Equality Impact Assessment prepared.</i></p>
1.4	Integrated Youth Support	80		<p>Proposed Budget for 2017/2018: £149,000 Budget Digest Ref: 704 Children's Society Contract</p> <p>The proposal is to redesign and procure a revised integrated youth support service as a replacement for the existing range of services currently commissioned from the Children's Society. The contract is due for re-procurement in Spring 2017. Elements of this contract can be better procured, with more focus on our statutory duties at a lower cost delivering better outcomes. This will result in an anticipated reduction in the budget to commission the Children's Society of around £50k with a further £30k reduction through in-house efficiencies and service redesign.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
1.5	Young Person's Substance Misuse Service	21		<p>Proposed Budget for 2017/2018: £113,000 Budget Digest Ref: 705 Young Person's Substance Misuse</p> <p>The proposal is to reduce the contribution to young people's substance misuse services. The Young Person's Substance Misuse Service in Torbay is accessible to all 11-18 year olds residents who are experiencing substance related harm. The service is currently under review and it is envisaged that potential cost savings could be achieved through efficiencies in processes and early interventions, increasing the skill mix of staff and the benefits of services being co-located therefore reducing duplication. The alternative option is to put the service out to tender at the end of the current contract period, and to reduce the contract value accordingly.</p> <p><i>Equality Impact Assessment prepared.</i></p>
1.6	Home to School Transport	59	59	<p>Proposed Budget for 2017/2018: £1,703,300 Budget Digest Ref: 751 Home to School Transport/Escorts</p> <p>Home to School Transport is a significant area of spend. However, provision is based on pupil entitlement informed by a complex legislative framework. Detailed work has commenced to achieve the savings through a combination of the promotion of independent travel, greater use of travel buddies and route optimisation, subject to investment in appropriate software to support the latter.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
1.7	Staffing	437		<p>Proposed Budget for 2017/2018: £12.5m (allocated across all of Children's Services) Budget Digest Ref: Various</p> <p>This proposal sees:</p> <ul style="list-style-type: none"> <li>• the removal from the base budget of decisions already implemented by the Director of Children's Services;</li> <li>• a redistribution of support resources to ensure these are directed towards the points of greatest need</li> <li>• a further reduction in agency costs as part of the Department's workforce strategy and to bring costs more in line with comparators.</li> </ul>
1.8	Permanence Planning and Placement costs	411		<p>As part of the on-going work to improve Children's Services, it has been identified that Permanence Planning is under developed, leading to comparatively higher total and per capita costs, alongside less than optimum outcomes for children. This analysis has been confirmed via the further work completed by Peopletoo and CIPFA. A dedicated Placements and Contracting Team has been established and a revised approach towards permanence planning is beginning to develop which will improve outcomes and efficiency. Specific measures include reducing the use of residential placements and independent foster care agencies as well as the increased use of family and friends placements (supported by Special Guardianship where appropriate). This range of measures will deliver around £403k in efficiencies during 2017/18</p>
	<b>Total</b>	<b>1258</b>	<b>99</b>	

## Adult Services

**Executive Lead:** Councillor Parrott

**Responsible Officer:** Caroline Taylor

### Adult Social Care

The delegated services delivered directly or purchased are as follows:

#### **Residential and Nursing Home Provision**

Providing accommodation, care and support to clients unable to live at home. They may have chronic/complex needs which prevent them from being cared for safely at home or within another setting.

#### **Care and Support (Domiciliary) and Day Care Services**

Domiciliary care provides tailored personal care and support within a client's home to meet their individual needs. The person is visited at various times of the day or, in some cases, care is provided over a full 24-hour period. The integrated approach in Torbay continues to develop the range of skills that are available to support people with both personal and non-personal care. Day care is provided outside of the client's home and offers a range of meaningful social activities aimed at sustaining a person's capacity to live independently and enjoyment of life.

#### **Learning Disabilities**

Organisations within Torbay will work together to ensure that people with a learning disability will be able to enjoy the same basic rights as anyone else. People will be housed and supported to find work that is suited to them. They will also be able to enjoy time with friends and family and take part in the culture and community of Torbay.

#### **Mental Health Services**

To organise support for people with acute/severe and enduring mental health problems, including dementias, using appropriate residential, nursing, domiciliary and day care services as well as provide specialist advice to other frontline teams. Services for people aged over 65, including those with dementias, are provided by the ICO. Mental health services for people of working age under 65, are provided by Devon Partnership Trust and the ICO plays a lead role in co-ordination of these services.

#### **Support to Carers**

Information, advice and emotional support to carers is provided which seeks to prevent the breakdown of their own physical or mental health in carrying out their vital role. Flexible breaks and other support is available which is not dependent on accessing statutory services. The service enables an

appropriate response to most needs and an effective referral mechanism for more complex cases.

### **Voluntary Sector**

A vibrant voluntary and third sector is considered to be an intrinsic element of the care and support system. Commissioning, coordinating and the encouragement of both local and national organisations are undertaken to create a network of provision to support individuals and local communities.

### **Joint Equipment Store**

The Community Equipment Service is jointly commissioned by Torbay Council and Southern Devon CCG from an independent service provider to prescribe items of community equipment to promote independent living, palliative care and timely transfers of care.

The service provides complex aids for daily living (including specialist beds, mattresses, hoists and syringe pumps) and minor adaptations (such as grab rails and ramps). It also provides the administration for the Simple Aids for Daily Living (including walking frames, shower stools and bath boards) service which is provided by a range of local retailers.

### **Other Adult Services**

This section of the budget covers services to Torbay Council Partnership Commissioning Team who provide a strategic commissioning approach to local adult social care challenges. It works with local partners and other local authorities across the region. It is pursuing the integration agenda by working increasingly closely with Public Health and Children's Services, to design ways of meeting the needs of families and the community. This includes looking at housing and accommodation issues, new ways of contracting with providers such as outcomes based working, seeking to bring in new investment to enable positive changes to the care system and continuing to find new, innovative ways to provide improved care and wellbeing for the population that the Care Provider can implement.

It ensures that the council remains compliant with legislation such as the Care Act 2014 and is represented at a regional and national level for Adult Social Services. It also oversees the contract with the ICO and the delivery of the delegated tasks.

### **Accommodation based and outreach support for vulnerable young people and families**

Mediation for vulnerable young homeless people, supported lodgings with host families and Foyer accommodation to support young homeless people into employment and training.

**Family support**

Accommodation and support for people experiencing domestic abuse, accommodation based support for families with complex needs and local commissioning of services supporting the Government's troubled families programme. Assessment, resettlement and accommodation support for single vulnerable homeless people and rough sleepers.

**Specialist housing**

Extra care housing and accommodation with support for people with learning disabilities and poor mental and physical health.

**Advocacy support and advice**

Advocacy for patients and carers to feedback on health and social care and input to quality assurance of local provision including, care homes and community services.

# Adult Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Adult Social Care</b>					
101	Adult Social Care	0	36,887	-1,289	35,598
108	Adult Social Care Precept		2,244	0	2,244
109	Care Act		45	0	45
100	Joint Equipment Store	0	994	-497	497
102	Other Adult Services	11.8	2,369	-160	2,209
<b>Service Total</b>		11.8	<b>42,539</b>	<b>-1,946</b>	<b>40,593</b>
<b>Total</b>		11.8	<b>42,539</b>	<b>-1,946</b>	<b>40,593</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Adult Social Care

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
101	Adult Social Care	0	0	0	36,887	0	0	36,887	0	-1,289	0	0	-1,289	35,598
108	Adult Social Care Precept		0	0	2,244	0	0	2,244	0	0	0	0	0	2,244
109	Care Act		0	0	45	0	0	45	0	0	0	0	0	45
100	Joint Equipment Store	0	0	0	994	0	0	994	-497	0	0	0	-497	497
102	Other Adult Services	11.8	709	0	1,585	0	75	2,369	0	0	-60	-100	-160	2,209
	<b>Service Total</b>	<b>11.8</b>	<b>709</b>	<b>0</b>	<b>41,755</b>	<b>0</b>	<b>75</b>	<b>42,539</b>	<b>-497</b>	<b>-1,289</b>	<b>-60</b>	<b>-100</b>	<b>-1,946</b>	<b>40,593</b>



**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Adults Services**

**Responsible Officer:** Caroline Taylor  
**Executive Lead:** Councillor Parrott

Ref	Service Area	2017/18 £000	2018/19 £000	Description
2.1 (TP31)	Integrated Care Organisation	900		<p>The Transformation Project for Adult Services focuses on the creation of a new model of care through the provider organisation of the Integrated Care Organisation (ICO). A financial agreement is in place and has created a total pool between two Commissioners (the Clinical Commissioning Group (CCG) and the Council) and one provider (the ICO). As part of the agreement, Torbay Council will provide an income which decreases by 3% each year over the life of the agreement.</p> <p>The risk share will be revised between the three partners and is in place until 31 December 2017. The last quarter of the year will have a new arrangement in place but seeks to retain the service within the allocated budget for the year.</p>
2.2	Healthwatch	10	11	<p>Proposed Budget for 2017/2018: £125,000 Budget Digest Ref: 102 Other Adult Services</p> <p>The proposal is to reduce the level of funding provided by the Council to Healthwatch Torbay. Healthwatch Torbay supports local people in influencing and challenging how health and social care services are provided within their area. They also provide or signpost people to information to help them make choices about health and care services.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
2.3	Youth Homelessness Prevention Fund	5		Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services  Services commissioned for young people including homelessness mediation service and supported lodgings incorporate homelessness prevention support. Therefore a separate fund is no longer required.
2.4	Tenancy Training	5		Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services  Services commissioned for young people including homelessness mediation service and supported lodgings incorporate homelessness prevention support. Therefore a separate fund is no longer required.
2.5	Community Engagement	22		Proposed Budget for 2017/2018: £0 Budget Digest Ref: 102 Other Adult Services  The proposal is to delete the vacant post of Community Engagement Officer. The purpose of the role was to coordinate co-production activity of community based support services commissioned by the Council, working with partners to ensure that the service user is reflected in service development. There is the potential to explore the co-production of this service with other partners.  <i>Equality Impact Assessment prepared.</i>
2.6	Citizens Advice Bureau	8	6	Proposed Budget for 2017/2018: £68,000 Budget Digest Ref: 754 Citizens Advice and Information  The proposal is to reduce the funding given to the Torbay Citizens Advice Bureau (CAB). This would equate to an approximate 10% reduction for each year.  <i>Equality Impact Assessment prepared.</i>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
2.7	Young Parents			<p>The original proposal was to reduce the annual contract budget to the Young Parents Support and Accommodation Service from £103,500 to nil by 2018/2019. This would have meant that the service would be decommissioned.</p> <p>However, a pilot scheme for a new model for the young parents service has been successful and the service is now fully utilised. Therefore the proposal is now to maintain the funding and retain the service.</p> <p><i>Equality Impact Assessment prepared.</i></p>
2.8	seAp – Support, Empower, Advocate, Promote		3	<p>Proposed Budget for 2017/2018: £26,000 Budget Digest Ref: 102 Other Adult Services</p> <p>The proposal is to reduce the funding the Council provides to seAp (support, empower, Advocate, promote) Advocacy. seAp undertake independent Health Complaints Advocacy in Torbay (i.e. help resolve issues and concerns about clients' well being, health or social care services).</p> <p><i>Equality Impact Assessment prepared.</i></p>
2.9	Project Search		38	<p>Proposed Budget for 2017/2018: £38,000 Budget Digest Ref: 102 Other Adult Services</p> <p>This service provides internships and job coaching for young people aged 16-24 who have a learning disability or autistic spectrum condition so will impact on services to people with autism.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
2.10	Cumberland Mental Health Support	10		Proposed Budget for 2017/2018: £222,000 Budget Digest Ref: 102 Other Adult Services  This service provides 23 units of accommodation based support for people with complex needs including older adults with poor mental health and learning disabilities. The majority of clients are eligible for adult social care services. The service is on sunset clause so Council funding reduces as client numbers reduce.
2.11	Homelessness and hospital discharge	15		Proposed Budget for 2017/2018: £15,000 Budget Digest Ref: 102 Other Adult Services  A homeless discharge worker has been commissioned and works out of the hospital resulting in the saving to the allocated budget.
2.12	Simple Aids for Daily Living	20	20	Proposed Budget for 2017/2018: £93,800 Budget Digest ref: 100 Joint Equipment Store  This proposal seeks to reduce the current budget for this service and entails a review of those aids which are 'ordinary' aids and do not therefore need to be funded by Social Care. The impacts of this proposal are if people are unable to purchase ordinary aids, which affect their ability to remain independent and any reablement, recovery may be affected. Other potential impacts include falls and isolation. The budget for Simple Aids for Daily Living is one element of the total budget for the Joint Equipment Store.  <i>Equality Impact Assessment prepared.</i>
	<b>Total</b>	<b>995</b>	<b>78</b>	

## Public Health

**Executive Lead:** Councillor Mills  
**Responsible Officer:** Caroline Dimond

### Public Health – Community Development

Torbay Community Development Trust is a voluntary community sector infrastructure organisation commissioned by Torbay Council to support community development. The membership is made up of a wide range of community groups, voluntary organisations and social enterprises with a renewed focus on neighbourhood community development using asset based community development.

### Public Health – Ring Fenced Grant

Since 1 April 2013, Torbay Council has been responsible for some of the legal duties to improve the health of the local population. Others are the responsibility of Public Health England which is a Government agency that oversees national public health programmes such as national immunisation programmes.

The Public Health Team works closely with different departments within Torbay Council, South Devon and Torbay Clinical Commissioning Group (CCG), representatives of NHS England, statutory and non-statutory service providers and voluntary groups to create as integrated an approach as possible to improve the health of Torbay residents. In all it does, the Public Health Team seeks to ensure the health needs of disadvantaged communities and vulnerable groups within the area are addressed and there is due consideration made to addressing inequalities in health. The aim is to improve the health of all people, but improving the health of the poorest, fastest.

This includes prescribed functions such as sexual health, public health advice and health checks. Income includes payments from Devon County Council for the sexual health function for the Southern Devon area. Non prescribed functions include substance misuse (drugs and alcohol), stop smoking, obesity and physical activity and also commissioning 0-5 activities (Health Visitors).

# Public Health

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Public Health - Community Development</b>					
903	Community Development		77	0	77
<b>Service Total</b>			<b>77</b>	<b>0</b>	<b>77</b>
<b>Public Health - Ring-Fenced Grant</b>					
900	Management & Administration - Public Health	15.4	1,693	-956	737
901	Non Prescribed Functions - Public Health	0	4,149	0	4,149
902	Prescribed Functions - Public Health	0	5,197	-523	4,674
<b>Service Total</b>			<b>15.4</b>	<b>-1,479</b>	<b>9,560</b>
<b>Total</b>		<b>15.4</b>	<b>11,116</b>	<b>-1,479</b>	<b>9,637</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Public Health - Community Development

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Communi ty Centres £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
903	Community Development		0	0	62	0	15	77	0	0	0	0	0	77
<b>Service Total</b>			<b>0</b>	<b>0</b>	<b>62</b>	<b>0</b>	<b>15</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77</b>

## Public Health - Ring-Fenced Grant

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Contrib'ns from other £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
900	Management & Administration - Public	15.4	934	1	758	0	0	1,693	-251	0	-705	0	-956	737
901	Non Prescribed Functions - Public Health	0	0	0	4,149	0	0	4,149	0	0	0	0	0	4,149
902	Prescribed Functions - Public Health	0	0	0	5,197	0	0	5,197	-523	0	0	0	-523	4,674
<b>Service Total</b>		<b>15.4</b>	<b>934</b>	<b>1</b>	<b>10,104</b>	<b>0</b>	<b>0</b>	<b>11,039</b>	<b>-774</b>	<b>0</b>	<b>-705</b>	<b>0</b>	<b>-1,479</b>	<b>9,560</b>



**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Public Health**

**Responsible Officer:** Caroline Dimond

**Executive Lead:** Councillor Mills

**Please note:** the Council fully recognises its responsibility to spend the Public Health Grant on public health outcomes in Torbay. Savings achieved as a result of the reductions set out below, will be used to meet public health outcomes.

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Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.1	Community Development Trust	16	60	<p>Proposed Budget for 2017/2018: £60,000 Budget Digest Ref: 903 Community Development</p> <p>The contract with the Community Development Trust includes a reducing amount of funding. The final reduction is £16,000 in 2017/2018. This leaves a residual amount of funding of £60,000 and it is now proposed that the Community Development Trust becomes self sufficient by 31 March 2019.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.2	Lifestyle Services	119		<p>Proposed Budget for 2017/2018: £316,000 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>The proposal is to redesign the Torbay Lifestyles Service from April 2017 which is currently commissioned by Public Health and provided by the Integrated Care Organisation (ICO). Lifestyles services include:</p> <ul style="list-style-type: none"> <li>• Stop smoking service</li> <li>• Adult weight management service</li> <li>• Children’s weight management service</li> <li>• Services to address sedentary behaviours in adults and children</li> <li>• Exercise on referral for cardiac rehabilitation</li> </ul> <p>A revised Lifestyles model will seek to provide services for three defined groups of the population – informally identified as ‘Inform’, ‘Enable’ and ‘Support’. This model does not differ significantly from the original proposal but by increasing the funding for the service above what was originally proposed, more “enablement” and “support” will be able to be offered.</p> <p><i>Equality Impact Assessment prepared.</i></p>
3.3	Health Checks	65		<p>Proposed Budget for 2017/2018: £25,000 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>The proposal is to limit the capacity to provide the universal NHS Health Checks that are delivered by GPs from 2017/18 resulting in a significantly more targeted approach to providing Health Checks. The NHS Health Check is the chance for adults in England aged 40-74 and without a pre-existing condition to get a ‘free midlife MOT’. Its role is to check circulatory and vascular health.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.4	Sexual Health Services		50	<p>Proposed Budget for 2017/2018: £1,633,900 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>Ongoing budget reductions and redesign of the public health sexual health services commissioned through the Integrated Care Organisation (ICO) to meet the financial challenge required through application of the Public Health Prioritisation Matrix and discussion with the ICO. This is in addition to redesign taking place to meet the reduction in the ring-fenced grant (detailed in 3.6 below).</p> <p><i>Equality Impact Assessment prepared (covering proposal 3.4 and 3.6).</i></p>
3.5	Use of Public Health Reserve	166		Use of Public Health Reserve in 2017/18 pending the re-commissioning of other Public Health Services during the course of the year with the aim of realising savings through efficiency and/or service redesign by 31 March 2018.
	<b>Total</b>	<b>366</b>	<b>110</b>	

## Proposals to meet the reduction in the ring-fenced Public Health grant

Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.6	Sexual Health Service	106		<p>Proposed Budget for 2017/2018: £1,633,900 Budget Digest Ref: 902 Prescribed Functions – Public Health</p> <p>The proposal is to reduce the sexual health contract by £106,000 in 2017/18. In the first instance, it is proposed that the savings are taken from non-mandated services in Torbay. Treating and testing Sexually Transmitted Infections (STIs) and contraceptive services would be maintained but specialist non-mandated provision would be reduced:</p> <ul style="list-style-type: none"> <li>• Reduction in Chlamydia Screening Programme - 74% of savings required (£78,000) / 34% reduction in Chlamydia Screening Programme budget</li> <li>• Reduction in Outreach services to young people - 26% of saving required (£28,000) / 31% of Young People’s Outreach Team budget</li> </ul> <p>A further reduction is also proposed in 2018/2019 as detailed in 3.4 above.</p> <p><i>Equality Impact Assessment prepared (covering proposal 3.4 and 3.6).</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.7	Adult Substance Misuse Services	156	77	<p>Proposed Budget for 2017/2018: £2,596,000 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>The proposal is to reduce the Substance Misuse Service contract by £156,000 for 2017/18 and £77,000 for 2018/19. These savings could result in the following changes in service, as negotiated with the Integrated Care Organisation (ICO):</p> <ul style="list-style-type: none"> <li>• Further streamlining of the management structure</li> <li>• Reduction in medical sessions for prescribing of opiate substitute therapy</li> <li>• Deleting of enhanced pathways, such as for criminal justice referrals into treatment, where service users receive an enhanced level of service and the criminal justice system receives regular attendance at management meetings and specialist reports for sight of the Court</li> <li>• Overall reduction in ‘patient-facing’ time, with impact felt in reduction of front line practitioner roles</li> <li>• Reduction in intensity of support for people, with potentially a reduction in frequency of appointments and specialist sub-services.</li> </ul> <p><i>Equality Impact Assessment prepared.</i></p>
3.8	Smoke Free South West	10		<p>Proposed Budget for 2017/2018: £0 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>This service was a regional social marketing programme for smoking and alcohol use that was commissioned by all Public Health teams across the South West, with the regional contract held by Devon County Council. The contract was officially terminated in 2016 as a result of the national cuts to Public Health Ring-Fenced Grants. Therefore there is no impact in 2017/18 as the service is no longer in existence. This was not a person facing service and was based in Bristol with activities taking place in local authority areas (radio and billboard advertising for example).</p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
3.9	Public Health Nursing	255	73	<p>Proposed Budget for 2017/2018: £973,900 Budget Digest Ref: 901 Non-Prescribed Functions – Public Health</p> <p>It is proposed to reduce elements of the non-mandated public health nursing budget and redesign Health Visiting and School Nursing Services. However the service will continue to prioritise those most in need.</p> <p><i>Equality Impact Assessment prepared.</i></p>
3.10	Public Health Staff and Administration	121	93	<p>Proposed Budget for 2017/2018: £934,000 Budget Digest Ref: 900 Management &amp; Administration – Public Health</p> <p>Reducing public health staff costs and other general costs wherever possible including travel, consumables and IT equipment</p>
	<b>Total</b>	<b>648</b>	<b>243</b>	

## Community Services

**Executive Leads:** The Mayor and Councillors Amil, Excell, Haddock, King and Manning  
**Responsible Officer:** Fran Hughes

### Bereavement Services

This service was externalised in 2008 to Westerleigh Group who now manage the Cemeteries and Crematorium service under a 25 year lease and management agreement.

### Building Control

The Building Control statutory service is a cost recovery fee earning service which sets charges to recover the actual costs for carrying out the main building regulation function. Through a variety of legislation, the service administers and enforces a framework of national technical standards covering the design, construction, extension, adaptation and use of all types of buildings frequented by people. These standards also include provisions for: structural stability, fire protection, means of escape in case of fire, drainage, sound insulation, and ventilation.

Building Control is a statutory service, which regulates the built environment. This includes the health, safety, welfare and convenience of persons in and around buildings, the provision of access and facilities for persons with disabilities and the conservation of fuel and energy.

### Community Protection and Private Housing Standards

Community Protection includes core statutory services of Environmental Health, namely Pollution Control and Private Sector Housing Standards and Anti-Social behaviour. Community Protection key services are managed collectively to ensure neighbourhood issues are adequately addressed. The Community Protection Team has a range of mandatory regulatory responsibilities and the way in which it delivers services is governed by a large number of statutes.

The Private Sector Housing Standards Team deploys the statutory duties of the council, intervenes and regulates the private sector housing market in Torbay to ensure the health, safety and welfare of owner occupiers and tenants. The Home Improvement Service which supports vulnerable clients in their Disabled Facilities Grant adaptations is currently contracted out.

## Concessionary Fares

Torbay Council operates a concessionary travel scheme under powers given to the Council as a Travel Concession Authority (TCA) that are primarily contained within the Transport Act 1985, the Transport Act 2000, the Travel Concession (Eligibility) Act 2002, and the Concessionary Bus Travel Act 2007. These are national, statutory schemes.

The scheme provides a travel facility for persons of or above a certain age or who have a long term or permanent disability which affects their ability to get around. This facility lets them travel freely on services starting between 9:30 and 23:00 during weekdays, or all day on weekends and public holidays, on participating services. A negotiated cost per trip is paid to the operators by the council each month based on the number of trips taken.

## Culture, Events and Sport

This service co-ordinates, supports and develops the cultural sector in Torbay. Work carried by this department makes an economic impact on the Council area including cultural tourism through the facilitation of events on Council land and the direct delivery of some key events such as Torbay Air Show and the Agatha Christie Festival. The department works in an enabling and partnership role with cultural and arts groups, individuals and outside agencies including national bodies. The Music Hub is fully funded by the Art's Council. The Sport section includes the Development of sport and physical activity, Sports Pitches, Bowling Greens and Tennis Courts. It also includes the Management of the Torbay Leisure Centre contract and the RICC. The Velopark is operated directly by Torbay Council through this team.

Torre Abbey is a designated museum and is directly managed and funded by Torbay Council. Annual grant support to Torquay Museum and Brixham Museum. The Council also utilises the Archives Service at the Devon Records Office currently managed by the Devon and Somerset Heritage Trust. Theatres include the costs associated with the direct management of the Palace Theatre in Paignton. Contractual payments associated with the management agreements for the Princess Theatre are also included here.

The service provides an annual grant to support Admiral Swimming Pool in Brixham and Swim Torquay in Torquay.



## **Food Safety, Licensing, Trading Standards, Health and Safety and Resilience**

These statutory services protect the public's health, safety and welfare across Torbay. They are managed as an integrated team to improve the service to the customer and to improve efficiency. Food hygiene, food standards and health and safety enforcement. Investigation of infectious disease. Trading standards (fair trading, metrology, product safety). Premises Licensing and Hackney Carriage and Private Hire Vehicle Licensing.

Health and Safety and Resilience – This includes corporate health and safety, emergency planning and business continuity which support all other business units of the Council and are an essential part of the Council's resilience and statutory responsibilities under the Health and Safety at Work Act and the Civil Contingencies Act.

## **Highways**

This section of the budget provides statutory duty in discharging the Council's Highway Authority functions in managing and maintaining the highway network, street lighting and public rights of way. This includes road maintenance, restructuring, resurfacing and surface dressing. It is also responsible for the control and movement of vehicles, development and implementation of transport policies and schemes in support of the Local Transport Plan, also improving road safety which includes 27 school crossing patrols.

The lead client role for the TOR2 Joint Venture Company is within Highways and oversees the core cyclical elements relating to highways maintenance, waste collection and disposal and asset management.

## **Housing Services**

The Housing Options Service provides a range of services to prevent homelessness and support individuals and families in crisis, through the provision of emergency and temporary accommodation. Housing Options is the main referral route into any temporary accommodation contracted by the Authority.

There is a statutory duty to produce a Homelessness Strategy and maintain a housing register (Devon Home Choice). This requires the provision of a Housing Options service for prevention advice and homeless applications. In addition the Council has to provide emergency and temporary accommodation and access to support and supported accommodation to the meet different needs.

The Housing Options Team has a range of statutory duties to deliver emergency and temporary accommodation and prevent homelessness and manage the housing waiting list. The way in which it delivers services is governed by a large number of statutes.

## **Management, Support and Commissioning**

This section of the budget covers management and support across Community Services. It also covers administration, secretarial and finance staff that delivers support to all the teams within Community Services. Included in this team are analytical staff that complete the statutory returns for the department and compile the Strategic Assessment for the Community Safety Partnership. The concessionary fares officer also sits within this team. Budget heading includes funding payments to Riviera International Conference Centre and Torbay Coast and Countryside Trust.

## **Public Toilets (see also Business Services)**

The Council provides, manages and maintains 29 public toilets across Torbay. Of these, 17 are open all year and 12 are open in the summer season. A further four toilets are operated under lease or through the Torbay Coast and Countryside Trust. All premises related budgets including repairs and maintenance, water and electricity are now part of the centralised repairs and maintenance budget.

## **Safer Communities**

The Safer Communities team co-ordinates the Safer Communities Partnership as well as managing the front line service delivery of a number of partnership funded and delivered projects. Its main aim is to reduce the incidence and fear of crime, making Torbay a safe and healthy place to live in and visit. The Council has statutory duties as a Community Safety Partnership and also has duties to meet the requirements of Section 17 of the Crime and Disorder Act. Torbay Council works with other partners including the Police, Fire, Probation Service and NHS, who also contribute to the Safer Communities Partnership.

The Council has a statutory duty to maintain a Crime and Disorder Reduction Partnership. This duty includes a number of specific elements including: Community Safety meetings held, formal multi-agency information exchange protocol, holding public meetings to consult with communities about priorities, rolling strategic assessment of crime and disorder, implementation of a strategy to reduce offending, delivery of the PREVENT agenda and domestic homicide reviews.

CCTV and Security team support many of the Council's other functions, notably Safer Communities work, Licensing and the Night Time Economy; its duties under the Safety at Work Act 1974 with regard to its own staff, safeguarding of young people, prevention of sexual violence and supporting the anti-social behaviour team in delivering its work to reduce the impact of those with dependency problems and to protect those who are vulnerable.

## **Waste, Cleansing and Natural Environment**

The key functions of the area of the business unit are to ensure that Torbay's household waste is collected, transferred and sent for recycling or disposal. Cleansing and waste collection is mainly provided through the Council's contract with TOR2 and includes: street sweeping and Litter Bin Service, Fly tipping and discarded needle collection, Domestic Household Refuse Collection Service. Waste ministration and education, Recycling and food waste collection, Household Waste Recycling Centre and Transfer Station.

The waste disposal service also includes treatment of residual waste via the energy from waste plant in Plymouth, in partnership with Devon County Council and Plymouth City Council.

The department also provides advice to members, the public, local groups and organisations and ensures the Council is compliant with legislation.

This area of the business unit is also responsible for managing the service level agreement with Torbay Coast and Countryside Trust.

This section of the budget covers park management, development and grounds maintenance including verges, arboriculture/woodland management, allotments, children's play areas and dog bins.

# Community Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Bereavement Services</b>					
300	Bereavement Services	0	0	-711	-711
<b>Service Total</b>		0	0	-711	-711
<b>Building Control</b>					
650	Building Control	7.72	364	-334	30
<b>Service Total</b>		7.72	364	-334	30
<b>Community Protection &amp; Private Housing Standards</b>					
302	Community Protection	9.5	600	-81	519
306	Private Sector Housing Standards	4.42	263	-63	200
<b>Service Total</b>		13.92	863	-144	719

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
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### Concessionary Fares

651	Concessionary Fares	0	4,262	0	4,262
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<b>Service Total</b>		<b>0</b>	<b>4,262</b>	<b>0</b>	<b>4,262</b>
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### Culture, Events and Sport

550	Arts Development	0	5	-11	-6
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551	Events	2.3	271	-83	188
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560	Museum Services - inc Torre Abbey	7.41	481	-231	250
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577	Music Hub		142	-142	0
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565	Sport	5.53	637	-363	274
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566	Theatres & Public Entertainment	4	228	-217	11
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<b>Service Total</b>		<b>19.24</b>	<b>1,764</b>	<b>-1,047</b>	<b>717</b>
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### Food Safety, Licensing, Trading Standards, Health & Safety and Resilience

304	Food Safety, Licensing and Trading Standards	19.82	951	-550	401
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<b>ID</b>	<b>Service</b>	<b>Number of full time equivalent employees</b>	<b>Total Expenditure</b> £'000	<b>Total Income</b> £'000	<b>Net Expenditure</b> £'000
310	Health & Safety and Resilience	2.6	120	-18	102
<b>Service Total</b>		22.42	<b>1,071</b>	<b>-568</b>	<b>503</b>

## Highways

556	Highways - Cyclical Maintenance	7	1,164	0	1,164
553	Highways - Network Co-ordination	9.1	489	-274	215
555	Highways - Rechargeable Works	0	72	-264	-192
557	Highways - Roads	0	822	-347	475
579	Highways - Structures	0	37	0	37
581	Highways - Winter Maintenance	0	142	0	142
561	Road Safety & School Crossing Patrols	4.5	75	-47	28
568	Seafront Illuminations	0	97	0	97
576	Street Lighting		1,042	0	1,042
570	Transport Co-Ordination		39	-41	-2
<b>Service Total</b>		20.6	<b>3,979</b>	<b>-973</b>	<b>3,006</b>

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Housing Services</b>					
308	Housing Options	12.62	416	-30	386
311	Licensed Accommodation	0	332	-309	23
314	Mediation & Housing Partnership	0	6	0	6
313	Prevention Fund	0	45	0	45
312	Rent Deposit Guarantee & Bond Scheme	0	11	0	11
309	Temporary Accommodation	0	282	0	282
<b>Service Total</b>		12.62	<b>1,092</b>	<b>-339</b>	<b>753</b>

### Management, Support and Commissioning

571	Chairman of the Council	0	21	0	21
303	Operational Support, Admin & Finance	16.1	444	-28	416
412	Riviera International Centre	0	350	0	350
564	Senior Management & Special Events	4.1	252	0	252
580	Torbay Coast and Countryside Trust	0	187	0	187

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Service Total</b>		20.2	<b>1,254</b>	<b>-28</b>	<b>1,226</b>

### Public Toilets (see also Repairs and Maintenance)

562	Public Toilets (see also R&M)	0	669	-6	663
<b>Service Total</b>		0	<b>669</b>	<b>-6</b>	<b>663</b>

### Safer Communities

552	Corporate Security	9	409	-38	371
307	Safer Communities (inc Community Safety Partnership)	3.4	200	-40	160
<b>Service Total</b>		12.4	<b>609</b>	<b>-78</b>	<b>531</b>

### Waste, Cleansing and Natural Environment

572	Cleansing	0	1,866	-58	1,808
563	Recreation and Landscape	9.5	1,959	-481	1,478
573	Waste Collection		4,286	-81	4,205



<b>ID</b>	<b>Service</b>	<b>Number of full time equivalent employees</b>	<b>Total Expenditure</b> £'000	<b>Total Income</b> £'000	<b>Net Expenditure</b> £'000
574	Waste Disposal	0	6,027	-1,344	4,683
<b>Service Total</b>		9.5	<b>14,138</b>	<b>-1,964</b>	<b>12,174</b>
<b>Total</b>		138.62	<b>30,065</b>	<b>-6,192</b>	<b>23,873</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Bereavement Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other / Grants £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
	300 Bereavement Services	0	0	0	0	0	0	0	-711	0	0	0	-711	-711
	<b>Service Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-711</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-711</b>	<b>-711</b>

## Building Control

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
650	Building Control	7.72	311	0	53	0	0	364	-334	0	0	0	-334	30
<b>Service Total</b>		<b>7.72</b>	<b>311</b>	<b>0</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>364</b>	<b>-334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-334</b>	<b>30</b>

## Community Protection & Private Housing Standards

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Income frm organisati £'000	Contribut'n from Reserves £'000	Other / Health income £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
302	Community Protection	9.5	446	11	143	0	0	600	-35	0	0	-46	-81	519
306	Private Sector Housing Standards	4.42	199	0	64	0	0	263	-12	0	0	-51	-63	200
<b>Service Total</b>		<b>13.92</b>	<b>645</b>	<b>11</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>863</b>	<b>-47</b>	<b>0</b>	<b>0</b>	<b>-97</b>	<b>-144</b>	<b>719</b>

## Concessionary Fares

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
651	Concessionary Fares	0	0	0	4,262	0	0	4,262	0	0	0	0	0	4,262
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>4,262</b>	<b>0</b>	<b>0</b>	<b>4,262</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,262</b>

## Culture, Events and Sport

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Torbay Leisure Centre £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
550	Arts Development	0	0	0	5	0	0	5	-11	0	0	0	-11	-6
551	Events	2.3	94	3	174	0	0	271	-83	0	0	0	-83	188
560	Museum Services - inc Torre Abbey	7.41	245	0	236	0	0	481	-231	0	0	0	-231	250
577	Music Hub		56	0	86	0	0	142	-142	0	0	0	-142	0
565	Sport	5.53	181	23	183	2	248	637	-298	0	-65	0	-363	274
566	Theatres & Public Entertainment	4	101	0	127	0	0	228	-217	0	0	0	-217	11
	<b>Service Total</b>	<b>19.24</b>	<b>677</b>	<b>26</b>	<b>811</b>	<b>2</b>	<b>248</b>	<b>1,764</b>	<b>-982</b>	<b>0</b>	<b>-65</b>	<b>0</b>	<b>-1,047</b>	<b>717</b>

## Food Safety, Licensing, Trading Standards, Health & Safety and Resilience

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Income frm othr Org £'000	Contribut'n from Reserves £'000	Buyback from Schools £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
304	Food Safety, Licensing and Trading Standards	19.82	897	0	54	0	0	951	-519	-31	0	0	-550	401
310	Health & Safety and Resilience	2.6	111	0	9	0	0	120	-5	0	0	-13	-18	102
<b>Service Total</b>		<b>22.42</b>	<b>1,008</b>	<b>0</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>1,071</b>	<b>-524</b>	<b>-31</b>	<b>0</b>	<b>-13</b>	<b>-568</b>	<b>503</b>

## Highways

ID	Service	No of Staff (**FTE)	Employee	Premises	Supplies &	Contribut'n	Other	Total	Fees,	Govern't	Contribut'n	Section 38	Total	Net
			Direct Costs		Services	to Reserves		Expenditure (*ATL)	Charges & Sales	Grant Income	from Reserves	Income	Income (*ATL)	Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
556	Highways - Cyclical Maintenance	7	250	84	830	0	0	1,164	0	0	0	0	0	1,164
553	Highways - Network Co-ordination	9.1	325	0	164	0	0	489	-274	0	0	0	-274	215
555	Highways - Rechargeable Works	0	0	72	0	0	0	72	-123	0	0	-141	-264	-192
557	Highways - Roads	0	0	41	781	0	0	822	-276	0	-71	0	-347	475
579	Highways - Structures	0	0	2	35	0	0	37	0	0	0	0	0	37
561	Highways - Winter Maintenance	0	0	0	142	0	0	142	0	0	0	0	0	142
561	Road Safety & School Crossing Patrols	4.5	72	0	3	0	0	75	-47	0	0	0	-47	28
568	Seafront Illuminations	0	0	52	45	0	0	97	0	0	0	0	0	97
576	Street Lighting		50	478	514	0	0	1,042	0	0	0	0	0	1,042
570	Transport Co-Ordination		28	0	11	0	0	39	-17	-24	0	0	-41	-2
<b>Service Total</b>		<b>20.6</b>	<b>725</b>	<b>729</b>	<b>2,525</b>	<b>0</b>	<b>0</b>	<b>3,979</b>	<b>-737</b>	<b>-24</b>	<b>-71</b>	<b>-141</b>	<b>-973</b>	<b>3,006</b>



## Housing Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Housing Benefit Subsidy £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
308	Housing Options	12.62	410	0	6	0	0	416	-30	0	0	0	-30	386
311	Licensed Accommodation	0	0	332	0	0	0	332	0	-309	0	0	-309	23
314	Mediation & Housing Partnership	0	0	0	6	0	0	6	0	0	0	0	0	6
313	Prevention Fund	0	0	45	0	0	0	45	0	0	0	0	0	45
312	Rent Deposit Guarantee & Bond Scheme	0	0	11	0	0	0	11	0	0	0	0	0	11
309	Temporary Accommodation	0	0	282	0	0	0	282	0	0	0	0	0	282
<b>Service Total</b>		<b>12.62</b>	<b>410</b>	<b>670</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>1,092</b>	<b>-30</b>	<b>-309</b>	<b>0</b>	<b>0</b>	<b>-339</b>	<b>753</b>

## Management, Support and Commissioning

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
571	Chairman of the Council	0	5	0	16	0	0	21	0	0	0	0	0	21
303	Operational Support, Admin & Finance	16.1	409	0	35	0	0	444	0	0	-28	0	-28	416
412	Riviera International Centre	0	0	0	350	0	0	350	0	0	0	0	0	350
564	Senior Management & Special Events	4.1	224	0	28	0	0	252	0	0	0	0	0	252
580	Torbay Coast and Countryside Trust	0	0	0	187	0	0	187	0	0	0	0	0	187
	<b>Service Total</b>	<b>20.2</b>	<b>638</b>	<b>0</b>	<b>616</b>	<b>0</b>	<b>0</b>	<b>1,254</b>	<b>0</b>	<b>0</b>	<b>-28</b>	<b>0</b>	<b>-28</b>	<b>1,226</b>

**Public Toilets (see also Repairs and Maintenance)**

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
562	Public Toilets (see also R&M)	0	0	1	668	0	0	669	-6	0	0	0	-6	663
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>668</b>	<b>0</b>	<b>0</b>	<b>669</b>	<b>-6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6</b>	<b>663</b>

## Safer Communities

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other / Contributions £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
552	Corporate Security	9	268	0	141	0	0	409	-38	0	0	0	-38	371
307	Safer Communities (inc Community Safety)	3.4	118	0	9	0	73	200	0	-40	0	0	-40	160
<b>Service Total</b>		<b>12.4</b>	<b>386</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>73</b>	<b>609</b>	<b>-38</b>	<b>-40</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>531</b>

## Waste, Cleansing and Natural Environment

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	PFI £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	PFI Credits £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
572	Cleansing	0	0	0	1,866	0	0	1,866	-58	0	0	0	-58	1,808
563	Recreation and Landscape	9.5	267	856	836	0	0	1,959	-481	0	0	0	-481	1,478
573	Waste Collection		41	0	4,245	0	0	4,286	-46	0	-35	0	-81	4,205
574	Waste Disposal	0	4	9	4,560	137	1,317	6,027	-6	-1,201	0	-137	-1,344	4,683
<b>Service Total</b>		<b>9.5</b>	<b>312</b>	<b>865</b>	<b>11,507</b>	<b>137</b>	<b>1,317</b>	<b>14,138</b>	<b>-591</b>	<b>-1,201</b>	<b>-35</b>	<b>-137</b>	<b>-1,964</b>	<b>12,174</b>

## Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible) Community Services

**Responsible Officer:** Fran Hughes

**Executive Leads:** The Mayor and Councillors Amil, Excell, Haddock, King and Manning

Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.1 (TP17)	Events and Culture Review (including Theatres and Torre Abbey)	20	20	This part of a Transformation Project whereby it is proposed to tender the operation of the Palace Theatre. If a suitable operator cannot be found at nil subsidy by the Council, then a decision on the future of the Theatre will need to be made which may result in its closure.  Operating a theatre is not a Statutory Service of the Council - currently the Palace Theatre does not operate at cost recovery, with a budget pressure of approximately £40,000 per annum. There are also ongoing repairs and maintenance costs.
4.2 (TP18)	Sports and Leisure	45		The Management Fee paid to the Riviera International Conference Centre (RICC) will be reduced from the 2016/17 budget of £395,000. A competitive process in relation to the Riviera International Conference Centre, Torbay Leisure Centre and Velopark is being considered through the Transformation Programme before the current agreements with the Leisure Centre and the RICC cease in 2019.
4.3 (TP16)	Enforcement Pilot	25		The proposal is to explore alternative delivery models for the enforcement service by seeking a new contract opportunity with or without another local authority partner before the end of December 2016, to deliver the new contract from April 2017.
4.4 (TP13)	Public toilets		250	Anticipated savings to be achieved through the successful procurement of an alternative solution for the provision of public toilets in Torbay.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.5 (TP14)	Flower Beds/Grounds Maintenance Review		50	This transformation project focuses on providing a more sustainable approach to how we manage our green environment and spaces in the Bay. To enable this, a number of options are proposed including the following - moving towards plants that cope well with changing condition or that require lower maintenance, introduction of a single seasonable flowerbed display where appropriate, or reducing funding for flowerbeds and grounds maintenance that are not in 'high profile' areas but working with community groups to encourage maintenance in their own Wards.
4.6	Events Development	15	15	Proposed Budget for 2017/2018: £25,000 Budget Digest Ref: 551 Events  The proposal is to reduce the Mayor's Event budget year on year. After 2019 there will be £15,000 remaining in the Mayor's events budget. This funding has been used to pump prime new events in Torbay and part fund the Air Show, Armed Forces Day, Tall Ships, Hockey and Bowls festivals etc.
4.7	Income from Observation Wheel	10		Proposed Budget for 2017/2018: £25,000 Budget Digest Ref: 551 Events  An additional £10,000 of income has been achieved and guaranteed for the next five years.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.8	Food Safety	46		<p>Proposed Budget for 2017/2018: £449,200 Budget Digest Ref: 304 Food safety and Licensing</p> <p>This proposal will see a reduction in food safety interventions (as a result in reduced funding from Public Health). This is a statutory service that is audited by the Food Standards Agency. The proposal will see a reduction in food safety inspections undertaken as well as a reduction in the frequency of some inspections. This will mean that there will be an overall reduced ability to respond to food safety matters.</p> <p>Consequently there are risks associated with this proposal, namely;</p> <ul style="list-style-type: none"> <li>• intervention by the Food Standards Agency,</li> <li>• reputational damage to the Council if as a result of an outbreak of food borne infection which could have been prevented by an intervention from the council.</li> </ul> <p>It should be recognised that there will be an overall lack of resilience in this service going forward.</p> <p>The impact of these service changes have been mitigated by the displaced post being redeployed within the wider team and thereby retaining the skills required within the department to maintain resilience.</p> <p><i>Equality Impact Assessment prepared.</i></p>
4.9	Street Lighting	82		<p>Proposed Budget for 2017/2018: £1,042,000 Budget Digest Ref: 576 Street Lighting</p> <p>This is the uplift from a budgetary effect of a decision already made in respect of LED Investment Phase 2</p>



Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.10	Highways Maintenance	250		<p>Proposed Budget for 2017/2018: £1,399,000 Budget Digest Ref: 556 and 557 Highways</p> <p>This proposal is to temporarily reduce spend on condition surveys, contribution to the Peninsula Road Safety Partnership ,car park variable message signs and through offsetting spend using other income such as appropriate Section 106 monies, capital fees etc. The level of spend on routine repairs and maintenance to the carriageway would remain at the current level.</p>
4.11	Highways Inspections	60		<p>Proposed Budget for 2017/2018: £530,000 Budget Digest Ref: 553 Highways</p> <p>This is an overall reduction in highways inspection and street works capacity. It will involve the deletion of two vacant posts and, as a result of an alternative configuration being received as part of the consultation process, an alternative staffing proposal is being developed which will create resilience within the service</p>
4.12	Road Safety services	68		<p>Proposed Budget for 2017/2018: £28,000 Budget Digest Ref: 561 Road Safety</p> <p>There is no statutory duty to provide Road Safety officers and schools already pay for school crossing patrols. It was proposed to seek funding for road safety education and prevention. However, no sustainable source of funding has been found during the course of the consultation period and therefore the proposal will result in the loss of posts within in Road Safety.</p> <p>However, the staff consultation clearly identified that the proposed saving would create an operational problem in the management of the school crossing patrols. This proposal will now see the retention of 0.5FTE (or equivalent) Road Safety Assistant Post within the structure to specifically manage the school crossing patrols. The cost of this post will be recharged to the relevant Academy Schools in accordance with the decision taken in 2016/2017 that the service should operate at full cost recovery.</p> <p><i>Equality Impact Assessment prepared.</i></p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.13	Geopark support		20	<p>Proposed Budget for 2017/2018: £53,000 Budget Digest Ref: 564 Senior Management &amp; Special events.</p> <p>It is proposed that the Council reduces its core funding and seeks funding from Geopark Partners, other stakeholder and external grants.</p>
4.14	Recycling support	35		<p>Proposed Budget for 2017/2018: £4,026,000 Budget Digest Ref: 573 Waste Collection</p> <p>There is no statutory requirement to retain a recycling officer post, although the level of recycling undertaken directly impacts on the amount of residual waste which the Council has to dispose of. The proposal was to delete the recycling officer post within the Council. As a result of internal consultation and the downward trajectory of recycling levels in Torbay in recent months (only 41% for the first two quarters) it is recommended that the Recycling Officer post is retained using Waste Strategy Reserve funding for a period of two years which will coincide with any decisions made on the future arrangements with our waste provider TOR2. This post will be refocused specifically towards improving overall recycling rates.</p>
4.15	Natural Environment services	61		<p>Proposed Budget for 2017/2018: £1,478,000 Budget Digest Ref: 563 Recreation &amp; Landscape</p> <p>This is largely additional income from a sponsorship contract, which can be used to fund existing levels of service within the arboriculture service, dog bins and children's playgrounds. However, there will be reductions in overall grounds maintenance, in particular winter works, as a result of this proposal.</p>
4.16	Energy from Waste	125		<p>Proposed Budget for 2017/2018: £2,593,833 Budget Digest Ref: 574 Waste Disposal</p> <p>This is a budget reduction based on improved efficiency from the Energy from Waste Plant. This was circa £300,000 at the start of the year. However, current modelling shows that the residual waste tonnages going to the plant have increased by 4.4% in the year to date. Whilst it is too early to be specific, it is likely that the additional costs incurred by Torbay will be £175,000 and therefore the net spend has been commensurately reduced.</p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
4.17	Street Wardens	22		<p>Proposed Budget for 2017/2018: £0 Budget Digest Ref: 302 Community Protection</p> <p>The service has become unsustainable in its current format. The proposal is to cut one of the two posts funded through the base budget and amalgamate the remaining post into the Community Safety operation team to assist in demand management. Therefore there would not be a dedicated street warden service.</p> <p><i>Equality Impact Assessment prepared.</i></p>
4.18	Reduce concessionary fares budget	150		<p>Proposed Budget for 2017/2018: £4,262,000 Budget Digest Ref: 651 Concessionary Fares</p> <p>An early review of the concessionary fares calculations has been undertaken which suggests that the council can reduce the amount spent on concessionary fares. A specialist piece of work has been undertaken to verify this. Negotiations for 2017 concessionary fares are continuing with the savings estimated to be £150,000.</p>
4.19	Dog Warden Service	25		<p>Proposed Budget for 2017/2018: £46,300 Budget Digest Ref: 302 Community Protection</p> <p>The number of Dog Wardens will reduce from two to one from 1 April 2017, with alternative options available through partnership working for stray dogs to be implemented. This will be the first phase of development of alternative delivery model for place based response services, which will improve efficiencies going forward.</p>
	<b>Total</b>	<b>1039</b>	<b>355</b>	

## Customer Services

**Executive Lead:** Councillors King and Haddock

**Responsible Officer:** Bob Clark

### Information Technology (ICT)

Information Communication Technology (ICT) is a central support service providing Information communications technology (ICT) business systems and software support and development to the Council, Council Members, integrated Care Organisation and other Joint Working agencies.

The service provides:

- technical support for the Councils ICT Infrastructure which includes: Data and telephone Networks; Desktop PC's, Computer suite Server farm; Laptops, Ipads and Printers;
- ICT network Security and Information Data security;
- Data backup and Disaster recovery.
- ICT Training
- ICT Service Desk function
- ICT application development and support of 200+ applications

### Customer Services, Revenues & Benefits

The Call Centre manages telephone contact for a wide range of council services. The central face to face service for the public (Connections) is located in Paignton Library and Information Service. This team also manages the main Reception at Torquay Town Hall which includes the switchboard service. Connections also respond to over half the enquiries received via the website.

The Public Access Channel and Systems Team (PACS) support and develop multiple back office systems for various service areas including Customer Services. The team are also responsible for the development and maintenance of the Intranet, Corporate website and a range of other departmental and partnership websites some of which generate income for the Authority.

The PACS also set up and oversee all social media accounts used for business purposes by service areas and run the main corporate accounts sending out updates and dealing with enquiries through the accounts.

The back office elements of the team consists of a number of teams to undertake the following:

- Administration and payment of Housing Benefit and Council Tax Support.
- Transactional activity relating to Council Tax and Business Rates (National Non Domestic Rates).
- Administration of the Discretionary Awards and Crisis Support Scheme.
- Appeals for all schemes processed by the department.
- Recovery of Council Tax, Business Rates and other debts.
- Preparation of the Housing Benefit Subsidy claim and completion of all Government returns for the department

### **Post Room and Printing**

Printing operates as a trading unit with all work charged on a job basis to clients both internal and external. The majority of work is required by Torbay Council with a diverse range of output from posters and outdoor banners through to offset/digital printing and regular complex mailing jobs obtaining the maximum postal discounts available.

The Post Team manage the receipt and despatch of all internal and external mail generated by and for Torbay Council, the daily general courier and the education courier services are run from within the Post Team and they also operate the Council's corporate scanning service which includes daily payments and benefit scanning.

The services share the role of Goods Inwards for the majority of parcel and large deliveries for the council. These services are not statutory although it supports all other departments across the authority as well as external customers.

## Library Services

The library service currently provides a wide range of services and resources to support local people in their work, study and leisure pursuits. This includes four branch libraries, lending services such as books and audio –visual materials, reference information and local studies and also young people’s services and Inclusion services for disadvantaged people. The library service also provides events and festivals for all age groups including Agatha Christie, Summer Reading Challenge, author talks, musical and theatrical events, meeting rooms for hire, grant funded opportunities – job clubs, basis and IT training with ICT Volunteers to support.

The Council has a statutory duty to “provide an efficient and comprehensive Library Service” as per the Public Libraries and Museums Act 1964.

# Customer Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Information Technology (ICT)</b>					
502	Information Technology	35	2,141	-435	1,706
504	Voice Network	0	79	-2	77
<b>Service Total</b>		35	<b>2,220</b>	<b>-437</b>	<b>1,783</b>
<b>Customer Services, Revenue and Benefits</b>					
500	Customer Services	26.13	671	-30	641
403	Exchequer & Benefits	56.64	1,575	-937	638
406	Housing Benefits	0	66,144	-66,439	-295
409	Local Tax Collection	0	210	-495	-285
413	Social Fund	0	300	-300	0
<b>Service Total</b>		82.77	<b>68,900</b>	<b>-68,201</b>	<b>699</b>

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Post Room and Printing</b>					
501	Post Room	5	159	-74	85
503	Printing Services	8.5	670	-670	0
<b>Service Total</b>		13.5	<b>829</b>	<b>-744</b>	<b>85</b>
<b>Library Services</b>					
558	Library Services - Operational	31	908	-78	830
559	Library Services - Resources Fund	0	96	0	96
<b>Service Total</b>		31	<b>1,004</b>	<b>-78</b>	<b>926</b>
<b>Total</b>		162.27	<b>72,953</b>	<b>-69,460</b>	<b>3,493</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services



## Information Technology (ICT)

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	IT Licence £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
502	Information Technology	35	1,040	0	437	0	664	2,141	-205	0	-230	0	-435	1,706
504	Voice Network	0	0	0	79	0	0	79	-2	0	0	0	-2	77
<b>Service Total</b>		<b>35</b>	<b>1,040</b>	<b>0</b>	<b>516</b>	<b>0</b>	<b>664</b>	<b>2,220</b>	<b>-207</b>	<b>0</b>	<b>-230</b>	<b>0</b>	<b>-437</b>	<b>1,783</b>

## Customer Services, Revenue and Benefits

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Social Fund £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
500	Customer Services	26.13	644	0	27	0	0	671	-20	0	0	-10	-30	641
403	Exchequer & Benefits	56.64	1,449	0	126	0	0	1,575	-11	-926	0	0	-937	638
406	Housing Benefits	0	0	0	66,144	0	0	66,144	0	-65,648	0	-791	-66,439	-295
409	Local Tax Collection	0	0	0	210	0	0	210	-299	-196	0	0	-495	-285
413	Social Fund	0	0	0	0	0	300	300	0	0	-300	0	-300	0
	<b>Service Total</b>	<b>82.77</b>	<b>2,093</b>	<b>0</b>	<b>66,507</b>	<b>0</b>	<b>300</b>	<b>68,900</b>	<b>-330</b>	<b>-66,770</b>	<b>-300</b>	<b>-801</b>	<b>-68,201</b>	<b>699</b>

## Post Room and Printing

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
501	Post Room	5	130	0	29	0	0	159	-74	0	0	0	-74	85
503	Printing Services	8.5	232	21	417	0	0	670	-670	0	0	0	-670	0
<b>Service Total</b>		<b>13.5</b>	<b>362</b>	<b>21</b>	<b>446</b>	<b>0</b>	<b>0</b>	<b>829</b>	<b>-744</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-744</b>	<b>85</b>

## Library Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
558	Library Services - Operational	31	777	1	130	0	0	908	-78	0	0	0	-78	830
559	Library Services - Resources Fund	0	0	0	96	0	0	96	0	0	0	0	0	96
<b>Service Total</b>		<b>31</b>	<b>777</b>	<b>1</b>	<b>226</b>	<b>0</b>	<b>0</b>	<b>1,004</b>	<b>-78</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>926</b>

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Customer Services**

**Responsible Officer:** Bob Clark

**Executive Lead:** Councillors King and Haddock

Ref	Service Area	2017/18 £000	2018/19 £000	Description
5.1 (TP24)	Library Services	70	200	This is a Transformation Project, which firstly reviews the staffing structure within the libraries, and then seeks to procure delivery of the service by an external provider. Market testing indicates that a 20% (£200,000) saving is possible through such a procurement exercise.
5.2	IT Services (including Network and Central Telephones)	145	10	Proposed Budget for 2017/2018: £1,783,000 Budget Digest ref: 502 Information Technology; 504 Voice Network  Savings to be achieved through a combination of efficiencies and structure. The implications will include a reduction in cover for absence across specific skill sets, increased risk of lengthy system downtime and a reduction in capacity to fulfill ICT client development work.
5.3	Benefit Operations and Customer Services	47	52	Proposed Budget for 2017/2018: £1,279,000 Budget Digest ref: 500 Customer Services; 403 Exchequer and Benefits  Savings to be achieved through a combination of efficiencies and structure with benefits achieved through vacancy management, the introduction of Risk Based Verification in April 2017 and the introduction of an appointment only Connections service at Paignton Library and Information Centre following the Council's previous decision in this regard.
5.4	Housing Benefit	100		Proposed Budget for 2017/2018: (£765,000) Budget Digest ref: 406 Housing Benefits  This proposal seeks to increase the efficiency of collecting overpaid benefits, thus resulting in savings.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
5.5	Printing	25	25	Proposed Budget for 2017/2018: £0 Budget Digest ref: 503 Printing Services  This proposal is an increase in income through the offer of 'Hubmail' to external clients as well as greater external print contracts.
	<b>Total</b>	<b>387</b>	<b>287</b>	

## Corporate Services

**Executive Lead:** Councillor Mills  
**Responsible Officer:** Anne-Marie Bond

### Budgets held Centrally

There are a number of budgets which are held centrally these include:

- Pension deficit which is the annual cash payment Council is required to make to the Local Government Pension Scheme pension fund in relation to past employees, and
- Pension enhancements which are the ongoing costs of historic awards of discretionary pensions including the Council's contribution to Devon County Council's pre 1998 awards

Corporate Management includes subscriptions such as the Local Government Association.

### Corporate Support, Communications and Directors (JOT)

Corporate support combines a range of services which support the operation of the Council's services and includes support to the Overview and Scrutiny function within the Council. Policy, Performance and Review Team sets a framework for consultation and equalities and they also support the development of Corporate Policy and complete statutory data returns along with analysing of a wide range of data. The Information Governance, Data Protection and Records Management services also forms part of this service, dealing with customer feedback and Freedom of Information Act requests.

### Financial Services and Internal Audit

Financial Services is responsible for the co-ordination and planning of the Council's budget, financial statements, financial advice, creditor payments and cashiers. Services include – Closure of Accounts including production of statement of accounts; Budget and Resource Planning and Preparation; Budget Monitoring for Services; Treasury Management; Capital Planning- resourcing and monitoring; Technical Advice and Major Project work; submission of Statutory Returns and Grant Claims; Provision of brought back service to Schools and Academies and Financial Systems. The Council's internal audit function is provided by the Devon Audit Partnership, a joint service with Devon County and Plymouth City Councils.

## **Governance Support**

This section of the budget reflects the expenditure incurred in relation to supporting the Council's decision making process and the political processes. It is a multi-skilled team who also undertake Election work including registration of electors. Members allowances are also held in the budget.

## **Grant Income and Contingencies**

This area of the budget contains a number of cross cutting Council budgets including contingencies for service pressures and social care, a number of grants and any gain from the Devon-wide National Non Domestic Rates pool.

## **Human Resources**

Human Resources provide a service to the Council, schools and external organisations such as Torbay Development Agency and Academies. The service provides professional advice on a wide range of employment related issues, disciplinary and grievance and a range of services such as Payroll, Pensions, Occupational Health, Learning and Development, Counselling, Coaching, Mediation, Policy Development and Recruitment Services. This budget also includes the cost of the Council wide apprentice scheme now funded corporately and (from April 2017) the apprentice levy.

## **Legal Services**

Legal Services are provided to the Council, its Officers, Members and Committees. The division consist of the following Legal teams:- Property & Environment, Adult and Children's safeguarding, Litigation and Legal support including Records.

Legal Services also incorporates insurance and the Coroner.



**Registration of Births, Death and Marriages**

This service is responsible for the registration of birth and deaths and the officiation of marriages in accordance with the statutory requirements.

**Treasury Management**

This area of the budget reflects the costs of borrowing to support capital expenditure, both interest paid and repayment of principal (Minimum Revenue Provision), interest earned on cash balances, principal and interest costs of PFI projects offset by PFI Credits from government, treasury charges including bank charges and other income from services for supported borrowing, depreciation and bank charges.

# Corporate Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Budgets held Centrally</b>					
401	Corporate Management	0	81	0	81
404	External Audit Fees	0	127	0	127
410	Pension Costs	0	3,476	-87	3,389
<b>Service Total</b>		0	<b>3,684</b>	<b>-87</b>	<b>3,597</b>
<b>Corporate Support, Communications &amp; Directors (JOT)</b>					
254	Communications Team	4.6	168	-40	128
258	Corporate Support	7.7	912	-357	555
255	Directors ( JOT )	4	471	0	471
<b>Service Total</b>		16.3	<b>1,551</b>	<b>-397</b>	<b>1,154</b>

## Financial Services & Internal Audit

<b>ID</b>	<b>Service</b>	<b>Number of full time equivalent employees</b>	<b>Total Expenditure</b> £'000	<b>Total Income</b> £'000	<b>Net Expenditure</b> £'000
405	Financial Services	32	1,331	-183	1,148
408	Internal Audit	0	218	-22	196
<b>Service Total</b>		<b>32</b>	<b>1,549</b>	<b>-205</b>	<b>1,344</b>

### **Governance Support**

259	Democratic Representation	7.1	252	-25	227
260	Elections	2.6	173	-3	170
261	Members Allowances	0	524	0	524
<b>Service Total</b>		<b>9.7</b>	<b>949</b>	<b>-28</b>	<b>921</b>

### **Grant Income and Contingencies**

400	Corporate Issues	0	2,336	-3,891	-1,555
420	NNDR Devonwide Pool	0	0	-522	-522
419	Public Health Grant		0	-9,561	-9,561
<b>Service Total</b>		<b>0</b>	<b>2,336</b>	<b>-13,974</b>	<b>-11,638</b>

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Human Resources</b>					
265	Corporate Apprentices		415	0	415
268	Corporate Recruitment	0	10	-1	9
267	Corporate Training	0	58	-15	43
266	Occupational Health	0	78	-43	35
263	Payroll	7	204	-164	40
264	Personnel	9.3	448	-252	196
<b>Service Total</b>		16.3	<b>1,213</b>	<b>-475</b>	<b>738</b>
<b>Legal Services</b>					
250	Coroner	1.6	224	0	224
251	Information Compliance		114	-18	96
252	Insurance	0	1,056	-278	778
253	Legal Services	25.2	947	-121	826
<b>Service Total</b>		26.8	<b>2,341</b>	<b>-417</b>	<b>1,924</b>

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Registration of Births, Deaths &amp; Marriages</b>					
262	Registrar - Births, Deaths & Marriages	6.3	250	-297	-47
<b>Service Total</b>		6.3	<b>250</b>	<b>-297</b>	<b>-47</b>
<b>Treasury Management</b>					
402	Debt - (Principal & Interest)	0	9,938	-2,829	7,109
407	Interest & Treasury Charges	0	182	-906	-724
<b>Service Total</b>		0	<b>10,120</b>	<b>-3,735</b>	<b>6,385</b>
<b>Total</b>		107.4	<b>23,993</b>	<b>-19,615</b>	<b>4,378</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Budgets held Centrally

ID	Service	No of Staff (**FTE)	Pension Deficit £'000	Pension Enhancements £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
401	Corporate Management	0	0	0	81	0	0	81	0	0	0	0	0	81
404	External Audit Fees	0	0	0	127	0	0	127	0	0	0	0	0	127
410	Pension Costs	0	2,033	1,432	11	0	0	3,476	0	0	-17	-70	-87	3,389
<b>Service Total</b>		<b>0</b>	<b>2,033</b>	<b>1,432</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>3,684</b>	<b>0</b>	<b>0</b>	<b>-17</b>	<b>-70</b>	<b>-87</b>	<b>3,597</b>

## Corporate Support, Communications & Directors (JOT)

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Transformation Agenda £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
254	Communications Team	4.6	156	0	12	0	0	168	-40	0	0	0	-40	128
258	Corporate Support	7.7	284	0	22	0	606	912	-57	0	0	-300	-357	555
255	Directors ( JOT )	4	453	0	18	0	0	471	0	0	0	0	0	471
<b>Service Total</b>		<b>16.3</b>	<b>893</b>	<b>0</b>	<b>52</b>	<b>0</b>	<b>606</b>	<b>1,551</b>	<b>-97</b>	<b>0</b>	<b>0</b>	<b>-300</b>	<b>-397</b>	<b>1,154</b>

## Financial Services & Internal Audit

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
405	Financial Services	32	1,191	0	140	0	0	1,331	-183	0	0	0	-183	1,148
408	Internal Audit	0	0	0	218	0	0	218	-22	0	0	0	-22	196
<b>Service Total</b>		<b>32</b>	<b>1,191</b>	<b>0</b>	<b>358</b>	<b>0</b>	<b>0</b>	<b>1,549</b>	<b>-205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-205</b>	<b>1,344</b>



## Governance Support

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
259	Democratic Representation	7.1	236	5	11	0	0	252	-4	0	0	-21	-25	227
260	Elections	2.6	77	2	51	43	0	173	-3	0	0	0	-3	170
261	Members Allowances	0	479	1	17	0	27	524	0	0	0	0	0	524
<b>Service Total</b>		<b>9.7</b>	<b>792</b>	<b>8</b>	<b>79</b>	<b>43</b>	<b>27</b>	<b>949</b>	<b>-7</b>	<b>0</b>	<b>0</b>	<b>-21</b>	<b>-28</b>	<b>921</b>

## Grant Income and Contingencies

ID	Service	No of Staff (**FTE)	Service Pressures & Pay £'000	Adults Social Care £'000	Children's Social Care £'000	T-Bid support £'000	Other £'000	Total Expenditure (*ATL) £'000	Better Care Fund £'000	Govern't Grant Income £'000	Cont from Reserves £'000	Marine, Printing & Public Health £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
400	Corporate Issues	0	384	1,943	0	0	9	2,336	-2,683	-112	0	-1,096	-3,891	-1,555
420	NNDR Devonwide Pool	0	0	0	0	0	0	0	0	-522	0	0	-522	-522
419	Public Health Grant		0	0	0	0	0	0	0	-9,561	0	0	-9,561	-9,561
<b>Service Total</b>		<b>0</b>	<b>384</b>	<b>1,943</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>2,336</b>	<b>-2,683</b>	<b>-10,195</b>	<b>0</b>	<b>-1,096</b>	<b>-13,974</b>	<b>-11,638</b>

## Human Resources

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Apprentice Levy £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
265	Corporate Apprentices		305	0	0	0	110	415	0	0	0	0	0	415
268	Corporate Recruitment	0	0	0	10	0	0	10	-1	0	0	0	-1	9
267	Corporate Training	0	0	0	58	0	0	58	-15	0	0	0	-15	43
266	Occupational Health	0	0	0	78	0	0	78	-43	0	0	0	-43	35
263	Payroll	7	183	0	21	0	0	204	-164	0	0	0	-164	40
264	Personnel	9.3	414	0	34	0	0	448	-252	0	0	0	-252	196
<b>Service Total</b>		<b>16.3</b>	<b>902</b>	<b>0</b>	<b>201</b>	<b>0</b>	<b>110</b>	<b>1,213</b>	<b>-475</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-475</b>	<b>738</b>

## Legal Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Insurance Premium £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
250	Coroner	1.6	0	0	224	0	0	224	0	0	0	0	0	224
251	Information Compliance		109	0	5	0	0	114	-18	0	0	0	-18	96
252	Insurance	0	0	0	5	0	1,051	1,056	-278	0	0	0	-278	778
253	Legal Services	25.2	777	0	170	0	0	947	-121	0	0	0	-121	826
<b>Service Total</b>		<b>26.8</b>	<b>886</b>	<b>0</b>	<b>404</b>	<b>0</b>	<b>1,051</b>	<b>2,341</b>	<b>-417</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-417</b>	<b>1,924</b>

## Registration of Births, Deaths & Marriages

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
262	Registrar - Births, Deaths & Marriages	6.3	229	0	21	0	0	250	-297	0	0	0	-297	-47
<b>Service Total</b>		<b>6.3</b>	<b>229</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>-297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-297</b>	<b>-47</b>

## Treasury Management

ID	Service	No of Staff (**FTE)	Interest Paid £'000	MRP £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Harbour Subsidy £'000	Total Expenditure (*ATL) £'000	Interest Received £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
402	Debt - (Principal & Interest)	0	6,445	3,483	0	10	0	9,938	0	-922	0	-1,907	-2,829	7,109
407	Interest & Treasury Charges	0	0	0	182	0	0	182	-894	0	0	-12	-906	-724
<b>Service Total</b>		<b>0</b>	<b>6,445</b>	<b>3,483</b>	<b>182</b>	<b>10</b>	<b>0</b>	<b>10,120</b>	<b>-894</b>	<b>-922</b>	<b>0</b>	<b>-1,919</b>	<b>-3,735</b>	<b>6,385</b>

# Sources of Funding

## 2017/18 Budget Summary (\*ATL)

ID	Service	Theme	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
600	Sources of Finance	Funding	0	51	-109,693	-109,642
<b>Service Total</b>			0	<b>51</b>	<b>-109,693</b>	<b>-109,642</b>
<b>Total</b>			0	<b>51</b>	<b>-109,693</b>	<b>-109,642</b>

Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Sources of Funding

ID	Service	No of Staff (**FTE)	NDR					Total Expenditure (*ATL)	Council Tax	Revenue Support Grant	NDR	NHB & other grants	Total Income (*ATL)	Net Expenditure (*ATL)
			£'000	£'000	£'000	£'000	£'000							
600	Sources of Finance	0	0	0	51	0	0	51	-60,075	-14,188	-30,760	-4,670	-109,693	-109,642
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>51</b>	<b>-60,075</b>	<b>-14,188</b>	<b>-30,760</b>	<b>-4,670</b>	<b>-109,693</b>	<b>-109,642</b>



**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Corporate Services**

**Responsible Officer:** Anne-Marie Bond

**Executive Lead:** Councillor Mills

Ref	Service Area	2017/18 £000	2018/19 £000	Description
6.1 (TP10)	Revenue Income Optimisation		250	This is a transformation project which is reviewing all of the income/charges made by the Council, with a view to increasing the income received by the Council. All areas will be looked into in order to raise income/charges. Any new or changed fees/charges will be formally approved as per the Constitution.
6.2 (TP4)	Review of Minimum Revenue Provision	790		Change of Minimum Revenue Provision Policy agreed by the Council on 22 September 2016.
6.3	External Audit Fees	30		Proposed Budget for 2017/2018: £127,000 Budget Digest Ref: 404 External Audit Fees  The external audit fee for 2017/2018 is expected to be at a similar level to 2016/2017, which is lower than previously budgeted. The Council is required to use External Audit, and the value of the contract is not negotiable.
6.4	Pension Enhancements	50	50	Proposed Budget for 2017/2018: £1,473,000 Budget Digest Ref: 410 Pension Costs  The Council's costs of discretionary pension awards, based on previous decisions made by both Torbay Council and, pre-1998, by Devon County Council, are linked to the number of pensioners receiving the discretionary pension award. The number of people in receipt of these awards is reducing, resulting in these savings for 2017/18 and 2018/19. It is expected that a further £50,000 will be saved in 2019/2020.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
6.5	Policy and Business Support	10	45	Proposed Budget for 2017/2018: £194,000 Budget Digest Ref: 258 Corporate Support  Savings to be achieved initially through a combination of efficiencies and income generation. If this is not possible, staffing reductions would be necessary to meet this reduction. If reductions in staffing are necessary, this will result in reduced capacity within the team to deliver their work.
6.6	Communications		8	Proposed Budget for 2017/2018: £126,000 Budget Digest Ref: 254 Communications Team  This is an income generation proposal, which is capable of delivery through the selling of design services to external partners. A total increase of £15,000 is expected by 31 March 2020.
6.7	Internal Audit	20	20	Proposed Budget for 2017/2018: £192,000 Budget Digest Ref: 408 Internal Audit  The current contracted cost reductions are coming to an end. Going forward the contract specification will need to be negotiated to take account of these savings.
6.8	Finance	25	50	Proposed Budget for 2017/2018: £459,000 Budget Digest Ref: 405 Financial Services  Savings to be achieved through a combination of efficiencies and structure reductions, anticipated to be by natural turnover.
6.9	Members Allowances	7	7	Proposed Budget for 2017/2018: £431,000 Budget Digest Ref: 261 Members Allowances  Achieved as a result of combined posts not requiring additional Special Responsibility Allowances (SRAs). This would result in a cost pressure should additional positions attracting SRAs be given.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
6.10	Governance Support	20	18	<p>Proposed Budget for 2017/2018: £170,000 Budget Digest Ref: 259 Democratic Representation</p> <p>Savings to be achieved through a combination of efficiencies, income generation and natural turnover. In 2017/18 there will be minimal impact of the proposals, on the basis of the corporately provided apprenticeships in the team. Savings in 2018/19 will require a review of the structure of the services with reductions in support to the non-statutory elements of the Council's decision-making process.</p>
6.11	Human Resources		44	<p>Proposed Budget for 2017/2018: £287,000 Budget Digest Ref: 263 Payroll; 264 Personnel</p> <p>Savings to be achieved initially through a combination of efficiencies and income generation. If this is not possible, staffing reductions would be necessary to meet this reduction. If reductions in staffing are necessary, this will result in reduced capacity within the team to deliver their work.</p>
6.12	Corporate Recruitment Advertising	7		<p>Proposed Budget for 2017/2018: £9,000 Budget Digest Ref: 268 Corporate Recruitment</p> <p>This will be achieved as a result of an efficiency saving. As a result of the final stages of implementation of My View, the Council will be able to undertake its own recruitment advertising, rather than paying Devon County Council to undertake the same on our behalf.</p>
6.13	Legal Services	5	5	<p>Proposed Budget for 2017/2018: £655,000 Budget Digest Ref: 253 Legal Services</p> <p>Savings to be achieved through efficiencies and further reductions in non pay budgets.</p>
6.14	Insurance Premiums and Fees	50		<p>Proposed Budget for 2017/2018: £778,000 Budget Digest Ref: 252 Insurance</p> <p>Reduced amount of contribution to the insurance reserve. This proposal is in line with 2015/2016 Actuarial Review</p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
6.15	Bank Charges and Treasury Management Fees	5		Proposed Budget for 2017/2018: £169,000 Budget Digest Ref: 407 Interest and Treasury Charges  This is an efficiency saving in the level of bank charges and treasury management fees paid.
6.16	Interest Payable		70	Proposed Budget for 2017/2018: £6,445,000 Budget Digest Ref: 407 Interest and Treasury Charges  Use of capital receipts to fund previously approved prudential borrowing resulting in interest savings.
6.17 (TP5)	Review of Collection and Enforcement of Council Tax and National Non-Domestic Rates	250	250	This is a Transformation Project seeking to ensure that the Council is maximising its income through Council Tax and National Non-Domestic Rates (NNDR), including a review of: <ul style="list-style-type: none"> <li>• All Exemptions, reliefs and discounts</li> <li>• Accuracy of NNDR valuation list</li> <li>• Operation of Council Tax Support Scheme</li> <li>• Discretionary and Mandatory relief</li> <li>• Collection rates, debt recovery and use of enforcement.</li> </ul>
6.18	Retained National Non-Domestic Rate Share		25	Proposed Budget for 2017/2018: Part of NNDR income in sources of funding.  This proposal relates to a reduction in discretionary reliefs provided to Torbay Development Agency properties instead moving tenants to Small Business Rate Relief. A one year notice of change is required.
6.19	Council Tax Support Scheme	300		Proposed Budget for 2017/2018: Part of Council tax income in sources of funding.  This is the additional income from Council Tax as a result of the decision made at the meeting of the Council in December 2016 to amend the Council Tax Support Scheme.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
6.20	Pension arrangements for new staff.	0	0	<p>Proposed Budget for 2017/2018: Budget Digest Ref: 400 Corporate Issues Charges</p> <p>This proposal would see the creation of a Service Delivery Company with the new company operating a pension scheme (other than the Local Government Pension Scheme (LGPS)) for new staff, thus resulting in savings in pension contributions for new members of staff. It is envisaged that there would be continued and cumulatively significant savings over a long period as staff turnover sees increasing staff on non LGPS pensions. The LGPS will be maintained for existing members of staff.</p> <p>At the present time, it is not possible to confirm the level of savings the Service Delivery Company will realise. Exploratory work is continuing and a report will be brought through the decision making process in due course.</p>
6.21	TOR2 Contract Payment	225		A decision was taken in December 2016 to pay £10 million to TOR2 in advance for their 12 month contract fee in exchange for a discount.
	<b>Total</b>	<b>1,794</b>	<b>842</b>	

## Business Services

**Executive Leads:** Councillors Amil, Excell, Haddock and King

**Responsible Officer:** Kevin Mowat

### Council Assets

This area of the budget covers the centralised repairs and maintenance of the Council assets. Working alongside the Council the Torbay Development Agency's Property Services team provides corporate/strategic overview and on-going estate management to ensure that all assets are identified, fit for purpose, in good condition, used efficiently, held at lowest cost and, where appropriate, that they provide a good return on investment.

The key outcomes include:

- Asset Management Planning
- Property Development (including Housing)
- Repairs and Maintenance Co-ordination - Annual provision to support, on a prioritised basis, the repair and maintenance of the Council's assets.
- Compulsory Purchase Orders and Disposals
- Energy Management, Estate and Data Management
- Landlord & Tenant Act compliance
- Leased Properties - Reflects properties held for rental income (investment properties) and other properties managed by the TDA but not linked to a service activity of the Council. Includes Torquay Golf Club, Waterside Caravan park, Victoria Square, Unit 3 Riviera Way
- Office Accommodation - This service reflects the expenditure on the provision of office accommodation for the Council, including all direct running costs and the hiring of Public Rooms. Office accommodation includes Torquay Town Hall, Tor Hill House and Paignton Library Hub.

## Land Drainage and Flood Prevention

Key functions of the Engineering Services & Land Drainage Team include:

- Land drainage and flood prevention
- Urban design
- Structural design
- Cliffs and defences
- Development control support
- Building control support
- Civil engineering design and consultancy for revenue and capital schemes. This includes both internal and external clients
- Management of the Councils coastal and inland cliffs, sea defences and abandoned landfill sites

Torbay Council has a statutory responsibility under the Flood and Water Management Act 2010 for preparing and putting in place strategies for managing flood risk from groundwater, surface water and ordinary watercourses.

The Engineering Services team also supports a wide range of projects across Torbay, for example:

- Production of local flood risk management strategies (in line with national guidance)
- Undertaking the Flood Study for Torquay including the flood alleviation scheme for the town centre
- Identifying flood alleviation works in Torbay and undertaking project appraisal reports for these schemes in order to secure flood defence grant in aid funding from the Environment Agency in order to undertake these schemes.
- Statutory consultee for surface water issues on planning applications.

## Parking Services

Parking services facilitates the provision of 38 car parks that are managed across Torbay containing 7,850 car parking spaces and 830 spaces on the highway serviced by parking meters, management and securing of car parks and lifts in multi storey car parks, cash collection is undertaken daily from pay and display parking machines and on street meters. Traffic regulation orders, abandoned vehicles, enforcement of parking restrictions for on and off street parking, appeal services as per Traffic Management Act 2008 and car park permits.

## Public Toilets (see also Community Services)

This area of the budget covers the premises costs of public toilets such as electricity, gas, Business Rates (NNDR) and water costs.

## Regeneration and Asset Management

Torbay Economic Development Company Limited (TEDC) was created by Torbay Council in 2011 as a Public Private Partnership to promote the physical and economic development of Torbay for the benefit of the whole community. The company offers a number of fee earning professional services to a variety of clients (in addition to Torbay Council) including property services, asset management and economic development. The Company is Limited by Share and wholly owned by Torbay Council.

The budget includes the payment by the Council to Torbay Development Agency Limited as a “core fee” for a number of services. The payment includes a £200,000 (plus inflation) contribution to progress regeneration projects and an annual grant of £285,000 (plus inflation) from the (former) Regional Development Agency also for strategic economic regeneration. TDA directly manages the Council’s business centres. The TDA are responsible for any shortfall or surplus on these centres.

The TEDC’s primary economic outcomes relate to:

- Creating jobs
- Raising Gross Value Added
- Attracting investment
- Generating growth
- Asset management

The TEDC delivers a range of professional services including:

- Asset, Estates & Facilities Management
- Economic Development
- Property Services including engineering, project management, mechanical and electrical engineering



## Spatial Planning

Spatial Planning is responsible for regulating the construction of the built environment whilst promoting sustainable development. The service is also responsible for dealing with planning applications, appeals and enforcement, planning services and also incorporates Land Charges. Strategic Planning covers the statutory and advisory role of Strategic and Local Planning, Transportation and Environmental Policy / Sustainability. This includes preparation of input into the South West Regional Spatial Strategy, the Council's Local Development Framework, Local Transport Plan, Transport delivery reports, Climate Change, Sustainable Energy and other strategic plans and policies plus associated policy implementation and research, monitoring and project management.

## Strategic Commissioning Role

- Economic Development Company (Torbay Development Agency)
- Tor2
- Sea Fisheries

## Tor Bay Harbour Authority

This service provides the Council's obligations as a statutory and competent harbour authority. It aims to maintain the harbour fabric within the available resources in order to protect and enhance, where appropriate, the natural and built environment of the Bay. It provides mooring facilities and other marine services to the local community and manages the harbour estate efficiently and acts as a responsible landlord.

This area of the business unit also includes beach management and resort services including services such as beach huts.

# Business Services

## 2017/18 Budget Summary (\*ATL)

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Council Assets</b>					
350	Centralised Repair & Maintenance	0	1,589	0	1,589
355	Leased Properties	0	1,318	-2,347	-1,029
356	Office Accommodation	0	1,602	-353	1,249
<b>Service Total</b>		0	<b>4,509</b>	<b>-2,700</b>	<b>1,809</b>
<b>Land Drainage &amp; Flood Prevention</b>					
352	Land Drainage	0	90	0	90
<b>Service Total</b>		0	<b>90</b>	<b>0</b>	<b>90</b>
<b>Parking Services</b>					
802	Car Parking - Enforcement	30.8	1,005	-963	42
804	Car Parking - Off Street Parking	2.3	908	-4,330	-3,422

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
803	Car Parking - On Street Parking	0	191	-1,509	-1,318
<b>Service Total</b>		33.1	<b>2,104</b>	<b>-6,802</b>	<b>-4,698</b>

### Public Toilets (see also Community Services)

358	Public Toilets (see also Community Services)	0	141	0	141
<b>Service Total</b>		0	<b>141</b>	<b>0</b>	<b>141</b>

### Regeneration & Asset Management

351	Regeneration & Asset Management	0	1,538	-250	1,288
<b>Service Total</b>		0	<b>1,538</b>	<b>-250</b>	<b>1,288</b>

### Spatial Planning

653	Development & Planning Services	21.2	810	-916	-106
652	Strategic Planning	7.6	484	-161	323

ID	Service	Number of full time equivalent employees	Total Expenditure £'000	Total Income £'000	Net Expenditure £'000
<b>Service Total</b>		28.8	<b>1,294</b>	<b>-1,077</b>	<b>217</b>

### Strategic Commissioning Role

806	Sea Fisheries		25	0	25
569	Tourism		43	0	43
<b>Service Total</b>			<b>68</b>	<b>0</b>	<b>68</b>

### Tor Bay Harbour Authority

801	Beach Services	3.2	715	-853	-138
805	General Fund Contributions to Harbour Authority		17	0	17
800	Tor Bay Harbour Authority	21.8	3,389	-3,389	0
<b>Service Total</b>		25	<b>4,121</b>	<b>-4,242</b>	<b>-121</b>

<b>Total</b>		86.9	<b>13,865</b>	<b>-15,071</b>	<b>-1,206</b>
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Note: \*ATL = 'Above the Line' budget is the net budget that an officer is responsible for, which excludes reallocated support services

## Council Assets

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
350	Centralised Repair & Maintenance	0	0	1,536	53	0	0	1,589	0	0	0	0	0	1,589
355	Leased Properties	0	0	145	863	310	0	1,318	-2,327	0	-20	0	-2,347	-1,029
356	Office Accommodation	0	27	885	621	69	0	1,602	-353	0	0	0	-353	1,249
<b>Service Total</b>		<b>0</b>	<b>27</b>	<b>2,566</b>	<b>1,537</b>	<b>379</b>	<b>0</b>	<b>4,509</b>	<b>-2,680</b>	<b>0</b>	<b>-20</b>	<b>0</b>	<b>-2,700</b>	<b>1,809</b>

## Land Drainage & Flood Prevention

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Env Agency Precept £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
352	Land Drainage	0	0	25	0	0	65	90	0	0	0	0	0	90
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90</b>

## Parking Services

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
802	Car Parking - Enforcement	30.8	748	0	246	11	0	1,005	-963	0	0	0	-963	42
804	Car Parking - Off Street Parking	2.3	83	277	548	0	0	908	-4,330	0	0	0	-4,330	-3,422
803	Car Parking - On Street Parking	0	0	33	158	0	0	191	-1,509	0	0	0	-1,509	-1,318
<b>Service Total</b>		<b>33.1</b>	<b>831</b>	<b>310</b>	<b>952</b>	<b>11</b>	<b>0</b>	<b>2,104</b>	<b>-6,802</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6,802</b>	<b>-4,698</b>

## Public Toilets (see also Community Services)

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
	358 Public Toilets (see also Community Services)	0	0	141	0	0	0	141	0	0	0	0	0	141
	<b>Service Total</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141</b>



## Regeneration & Asset Management

ID	Service	No of Staff (**FTE)	Contribut'n to Reserves £'000	Premises £'000	Growth Fund £'000	TDA Core Fee £'000	RDA Grant £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
351	Regeneration & Asset Management	0	0	0	250	996	292	1,538	0	0	-250	0	-250	1,288
<b>Service Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>996</b>	<b>292</b>	<b>1,538</b>	<b>0</b>	<b>0</b>	<b>-250</b>	<b>0</b>	<b>-250</b>	<b>1,288</b>

## Spatial Planning

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Local Plan £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
653	Development & Planning Services	21.2	726	0	82	2	0	810	-916	0	0	0	-916	-106
652	Strategic Planning	7.6	351	0	33	0	100	484	-61	0	-100	0	-161	323
<b>Service Total</b>		<b>28.8</b>	<b>1,077</b>	<b>0</b>	<b>115</b>	<b>2</b>	<b>100</b>	<b>1,294</b>	<b>-977</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>-1,077</b>	<b>217</b>

## Strategic Commissioning Role

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
806	Sea Fisheries		0	0	0	0	25	25	0	0	0	0	0	25
569	Tourism		0	43	0	0	0	43	0	0	0	0	0	43
<b>Service Total</b>			<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68</b>

## Tor Bay Harbour Authority

ID	Service	No of Staff (**FTE)	Employee Direct Costs £'000	Premises £'000	Supplies & Services £'000	Contribut'n to Reserves £'000	Other £'000	Total Expenditure (*ATL) £'000	Fees, Charges & Sales £'000	Govern't Grant Income £'000	Contribut'n from Reserves £'000	Other £'000	Total Income (*ATL) £'000	Net Expenditure (*ATL) £'000
801	Beach Services	3.2	157	139	414	5	0	715	-853	0	0	0	-853	-138
805	General Fund Contributions to Harbour Authority		0	0	17	0	0	17	0	0	0	0	0	17
800	Tor Bay Harbour Authority	21.8	597	545	2,247	0	0	3,389	-3,384	0	-5	0	-3,389	0
<b>Service Total</b>		<b>25</b>	<b>754</b>	<b>684</b>	<b>2,678</b>	<b>5</b>	<b>0</b>	<b>4,121</b>	<b>-4,237</b>	<b>0</b>	<b>-5</b>	<b>0</b>	<b>-4,242</b>	<b>-121</b>

**Proposals for service change, income generation and efficiencies 2017/2018 and 2018/19 (where possible)**  
**Business Services**

**Responsible Officer:** Kevin Mowat

**Executive Lead:** Councillors Amil, Excell, Haddock and King

Ref	Service Area	2017/18 £000	2018/19 £000	Description
7.1 (TP26)	Implementation of the Parking Review and Strategy	50	50	This is a Transformation Project which seeks to increase income/deliver savings following the review of parking services and development of the Parking Strategy. The Parking Strategy has been prepared in response to the Parking Review and with the future of parking in Torbay in mind. Income in respect of Parking Services already has a 3% annual growth assumption in addition to this proposal. Any changes to fees and charges will be made in accordance with the requirements of the constitution.
7.2 (TP12)	Review of Assets	50	50	This is a Transformation Project which seeks to generate income by focussing on the following four main areas: <ul style="list-style-type: none"> <li>• Revenue income optimisation and commercialisation, including increasing income through consolidated beach assets and growth</li> <li>• To consider all assets (not covered by other Transformation Projects) in respect of opportunities for future revenue generation</li> <li>• To consider all assets (not covered by other Transformation Projects) in respect of disposal</li> <li>• To consider opportunities to drive revenue benefits for the Council linked to a new Tourism Strategy</li> </ul> Any specific decisions on assets will be made in accordance with the requirements of the constitution.
7.3 (TP43)	Creation of Investment Portfolio	600	0	This is a Transformation Project which was agreed at the Council meeting on 22 September 2016. These figures relate to the expected return on the Capital Investment Fund and reflect the recent decision of the Investment Committee.

Ref	Service Area	2017/18 £000	2018/19 £000	Description
7.4	Beach Services	26	20	<p>Proposed Budget for 2017/2018: (£140,000) Budget Digest Ref: 801 Beach Services</p> <p>This will be achieved through a combination of efficiencies, reductions and income generation. Following the success of the Mini-Resorts and new concessions, further cost saving opportunities are limited, so the focus will be on income generation. It is proposed that the Council will not seek to participate in the Seaside and Blue Flag Beach Awards. Options for secondary savings and/or private sector support will also be explored.</p>
7.5	Tor Bay Harbour	42	78	<p>Proposed Budget for 2017/2018: £0 Budget Digest Ref: 800 Tor bay Harbour Authority</p> <p>This will be achieved by a combination of savings and income generation (including the raising of mooring charges). This proposal has been considered informally by the Harbour Committee but is due to be considered at its meeting in December, so is indicative until that time. It is envisaged that a further £95,000 will be achieved in 2019/20.</p>
7.6	Spatial Planning	44	20	<p>Proposed Budget for 2017/2018: £216,800 Budget Digest Ref: 652 Strategic Planning; 653 Development and Planning Services</p> <p>Savings will need to be achieved through a combination of efficiencies, structure and anticipated income generation.</p>
7.7	Economic Development Agency	150	200	<p>Proposed Budget for 2017/2018: £1,287,800 Budget Digest Ref: 351 Regeneration and Asset Management</p> <p>The reduction in funding to the TDA will be largely offset by their forecast trading surpluses for 2017/18 and 2018/19. Any shortfall will result in the reduction of effort on economic regeneration. Resources deployed via the contract fee will see a 30% reduction in any event as the TDA apply appropriate cost recovery measures.</p>

Ref	Service Area	2017/18 £000	2018/19 £000	Description
7.8	Administrative Estate and Programmed Maintenance	150		<p>Proposed Budget for 2017/2018: £1,989,800 Budget Digest Ref: 350 Centralised Repair &amp; Maintenance; 355 Leased Properties; 356 Office Accommodation; 358 Public Toilets</p> <p>It is proposed to reduce the overall spend on repairs and maintenance and centralised premises costs combined with additional income on rented estate. It is currently assumed that approximately 80% of the savings will be made from centralised premises costs (in particular utilities savings). All efforts will be made to minimise and/or eliminate the savings that will need to be found from the repairs and maintenance element of the budget.</p>
7.9	Land Drainage and Flood Prevention	25		<p>Proposed Budget for 2017/2018: £89,500 Budget Digest Ref: 352 Land Drainage</p> <p>This budget allocation can be removed as it is in addition to funding for schemes that are identified through the Flood Steering Group and resourced via various funding agencies (such as the Environment Agency, South West Water and the Department for Environment, Food and Rural Affairs).</p>
7.10	Asset Disposal Costs	16		<p>Proposed Budget for 2017/2018: (£42,200) Budget Digest Ref: 355 Leased Properties</p> <p>This budget allocation can be removed as an alternative resource can be found by diverting a small percentage from each asset disposal receipt towards the costs of that disposal.</p>
	<b>Total</b>	<b>1,153</b>	<b>643</b>	