

**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.

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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.

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6.10	Governance Support	20	18	Proposed Budget for 2017/2018: £170,000 Budget Digest Ref: 259 Democratic Representation  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.
6.11	Human Resources		44	Proposed Budget for 2017/2018: £287,000 Budget Digest Ref: 263 Payroll; 264 Personnel  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.
6.12	Corporate Recruitment Advertising	7		Proposed Budget for 2017/2018: £9,000 Budget Digest Ref: 268 Corporate Recruitment  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.
6.13	Legal Services	5	5	Proposed Budget for 2017/2018: £655,000 Budget Digest Ref: 253 Legal Services  Savings to be achieved through efficiencies and further reductions in non pay budgets.
6.14	Insurance Premiums and Fees	50		Proposed Budget for 2017/2018: £778,000 Budget Digest Ref: 252 Insurance  Reduced amount of contribution to the insurance reserve. This proposal is in line with 2015/2016 Actuarial Review

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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.

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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>	