

# **SOUTH HAMS DISTRICT COUNCIL**

## **DRAFT BUDGET PROPOSALS 2004/2005**

### **Includes:**

#### **Introductory Report**

#### **Appendices**

- Appendix A:** The funding gap faced by the Council in 2004/2005
- Appendix B:** The effects of increasing council tax on core budget pressures
- Appendix C:** Revenue bids for resources
- Appendix D:** Capital bids for resources
- Appendix E:** Progress in achieving previous year's budget reductions
- Appendix F:** Possible budget reductions for implementation in 2004/2005
- Appendix G:** Income Opportunities 2004/2005
- Appendix H:** Supporting detail of bids, reductions and income opportunities in file reference order

Details of staffing reductions are included on Exempt Appendix H.

**ITEM**

**ITEM**

**Executive, 4 December 2003**

## **DRAFT BUDGET PROPOSALS 2004/2005**

**Report of the Chief Finance and Administration Officer**

**Statutory Powers:**           **Local Government Act 1972, Section 151**  
  **Local Government Finance Act 1992**  
  **Local Government Act 2003**

**Financial Implications:** Presents an updated assessment of the budget gap facing the Council. Outlines bids for additional expenditure and the options that are available to address the funding shortfall. Paragraph two illustrates the position.

### **Purpose**

To update Members on South Hams District Council's budget position and to provide a framework for consultation. The contents of this report and consultation process will help the Executive to identify priorities, prepare the budget and maximise the use of capital and revenue funds.

Budget considerations are directly linked to corporate priority six – 'the improvement of core services in a cost effective way'.

### **Recommendations**

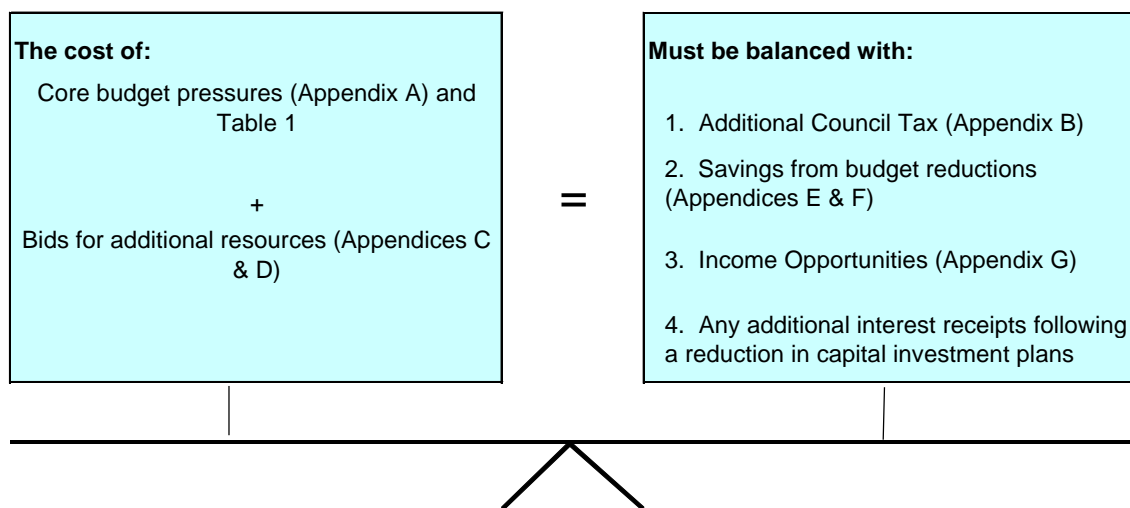
**That the Executive RESOLVES to:**

- 1. accept the attached report "Draft Budget Proposals 2004/2005"**
- 2. request the view of the Scrutiny and Policy Development Groups on the issues contained within this report.**

### **Introduction**

1. This report provides members with an updated forecast of the financial situation South Hams District Council faces in 2004/2005 and over the medium-term. It is divided into four parts which identify:
  - Our latest assessment of the core funding gap faced by the Council.
  - Bids for additional resources to address service pressures or enhance provision
  - Options to address the budget gap, including implementing the 2004/2005 budget reductions outlined last year, newly identified reductions in net expenditure, income opportunities and an increase in council tax levels
  - Links between capital and revenue spending plans

2. The structure of the report is intended to help members make decisions on service provision and to set a balanced budget which makes the best use of capital and revenue resources. It is recommended that Scrutiny and the Policy Development Groups are invited to submit views on the issues discussed. These views should have regard to the need to bring the various elements into balance as illustrated below.



**Context: Our latest assessment of core budget pressures (Appendix A)**

3. Members will recall considering the medium term financial forecast on 4 September 2003. At that time certain assumptions were made regarding future council tax increases and the achievement of budget reductions in 2004/2005. Based on these assumptions, core budget pressures were expected to amount to £400,000. (Appendix A). The table below updates this forecast illustrating the funding gap before any bids, council tax increase or budget reductions. The revised format will assist members in exploring the gap and reconsidering assumptions:

**Table 1: The Starting Point – The Council’s budget gap**

	<b>Update - 4 Dec 03 £ 000s</b>
<b>Total Budget Pressures (as identified on 4 September 2003)</b>	1,046
Less: adjustments identified during the full review of the 2004/05 revenue budget	
- additional income and external interest	(230)
- revised estimate of government grant	(100)
Less:	
- additional income from fees & an inflationary increase in charges	
- income from increasing council tax	
- budget reductions previously identified for 2004/2005 - implemented	
- to be implemented	(64)
<b>The Starting Point - Core budget pressures (nearest £10,000)</b>	<b>650</b>

4. **The position relating to government grants:** The government announced the provisional 2004/2005 Local Government Finance Settlement on 19

November 2003. Unfortunately however, it remains difficult to predict the final level of support. Reasons are:

- From 2004/2005, all government support towards housing and council tax benefit will be provided through the Department of Work and Pensions (DWP). The DWP are finalising a new subsidy regime and at the time of writing, are unable to confirm arrangements for next year. The amount in question is around £970,000.
  - The figures announced on 19 November are partly based on provisional data, particularly in relation to the council tax base, and support for capital investment.
5. Nevertheless, early indications suggest that grants may be £100,000 higher than assumed in September when prudent estimates were made and the withdrawal of floor protection was assumed. It is now apparent that the floor protection has not been withdrawn giving the Council the minimum increase promised by government. Floor protection therefore still applies and is worth £189,000.
6. The remaining sections of this report identify the key issues and options that members need to consider when setting the budget.

#### Appendices C and D – Bids for additional resources

7. In addition to the unavoidable budget pressures referred to in Table 1, a number of bids for additional resources have been identified as part of the service planning process. This process focuses on the Council's key objectives and each service manager is required to demonstrate how the requested resources will contribute. All bids are supported by a risk analysis and assessment and have been reviewed and prioritised by the Corporate Management Team. **Appendices C (revenue bids) and D (capital bids)** summarise these requests for Members' consideration. The full case for each bid and the reductions identified later in this report is set out on the green pages which form **Appendix H** to this report. The total values of bids are:

**Table 2: Bids for additional resources**

	Recurring sums from:			Non-recurring sums from:			Capital
	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07	
	£	£	£	£	£	£	£
Appendix C (Revenue bids)							
Priority Group 1	247,300	50,000	15,000	69,000	50,000	0	0
Priority Group 2	44,900	0	0	29,000	26,000	26,000	0
Priority Group 3	13,150	1,000	0	19,750	4,000	4,000	0
Appendix D (Capital bids)							
Priority Group 1	9,000	0	0	0	0	0	72,000
Priority Group 2	13,900	0	0	600	0	0	96,250
	328,250	51,000	15,000	118,350	80,000	30,000	168,250

8. The figures above exclude items relating to the proposed customer services unit. This was approved in principle by the Executive on 30 October 2003 – E.98/03 refers. The Customer Services Unit will have significant revenue and capital consequences subject to Council approval. The medium case business plan indicates that revenue and capital investment in the first two

years can be entirely recovered during years three to five. Thereafter, ongoing revenue savings could be achieved. For this reason, costs have been abstracted as parts of a self contained business plan.

## Appendices F and G – Options to address the funding gap

9. The overall funding gap arising from unavoidable budget pressures and any bids that Members support must be addressed over the medium term through a combination of:
  - An increase to the Council Tax
  - Reductions in net expenditure
  - Additional income from reviews of charges or other opportunities
10. **An increase in Council Tax - Appendix B** reproduces the financial forecast, summarising the overall position of core budget pressures over the medium term. This summary shows the impact of various increases in Council Tax. The forecast assumes that government grants increase with inflation and that the floor protection is lost. Members are asked to consider the appropriate level of council tax and are reminded that a 1% increase will generate around £36,000.
11. **Appendix Bi** includes a graph comparing changes in our council tax to annual increases that would have occurred if the Council had increased spending in line with government forecasts.
12. **Reductions in net expenditure** – Last year, Members agreed reductions for implementation in 2004/2005, provisionally totalling £286,350. £64,000 have been implemented and incorporated within the base budget. Progress on the remaining items, totalling £222,000, is highlighted within **Appendix E** enabling members to review and where necessary, reconsider these. The appendix illustrates that practically, around £139,350 could be achieved next year as summarised below:

**Table 3: Progress in achieving reductions identified last year**

	2004/05	2005/06
	£	£
Original Target	286,350	50,000
Built into base budget	(64,000)	0
<b>Total:</b>	222,350	50,000
Revised level of reductions for Members consideration	(139,350)	(122,000)

13. In addition, as in previous years, Service Centre Managers have identified the impact of a ten percent 'savings target' on each of the Council's main services. The purpose of this exercise is to enable the Corporate Management Team and Members to consider resource allocation at a strategic level and to make headroom to accommodate budget pressures. **Appendix F** sets out areas where it is believed that budget reductions could be achieved. These amount to a maximum of £325,950. Members should be aware that these do not include all reductions identified. To achieve the 10%

target, almost all services identified staffing reductions. Some of these were found to be undeliverable in that they would have undermined the capacity of services to deliver to minimum standards, or, in the case of support services, would have indirectly undermined Council effectiveness.

**Table 4: Possible budget reductions identified for 2004/2005**

	<b>2004/05</b>
	<b>£</b>
Priority 1 - Recommended for implementation	(138,750)
Priority 2 - For consideration	(44,900)
Priority 3 - Not recommended	(142,300)
	<b>(325,950)</b>

14. **Additional income from reviews of charges or other opportunities – Appendix G** explores areas where there is scope to increase income. The opportunities identified amount to a maximum of £324,200 for 2004/2005.

**Table 5: Possible income opportunities in 2004/2005**

	<b>2004/05</b>
	<b>£</b>
Group 1 - Recommended for implementation	(289,400)
Group 2 - For consideration	(34,800)
	<b>(324,200)</b>

#### **Links between capital and revenue spending plans (E.77/03)**

15. The Executive report of 2 October 2003 explained the capital spending pressures facing the Council over the medium term and quantified likely capital resources. Significant pressures were identified in terms of housing, asset management issues, e-government initiatives, etc. The report explained that capital expenditure results in reduced investment income of around £42,000 per £1M spent. However, it also drew attention to the serious consequences that might result from a failure to invest. Member's views are now sought on the appropriate level of capital investment. The existing medium term forecast assumes that £1.92M resources will be allocated to the programme together with any capital receipts generated since May 2002.

#### **Next Steps - achieving a balanced budget**

16. Using this report as an aid, Members now have the difficult task of deciding:
- the level of bids to include in next year's budget;

- the amount of resources to earmark for capital investment;
- the total value of reductions to be implemented;
- the additional amount of income to be generated from the review of charges;
- the desired level of income from Council Tax.

17. The range of possible figures is illustrated below:

**Table 6: Next Steps – Balancing the budget (2004/05)**

<p><b>INCREASED EXPENDITURE (+)</b></p> <p><b>Arising from:</b>            Core Budget Pressures (Appendix A and Table 1)</p> <p>Bids for Additional Resources (Appendices C &amp; D)</p> <ul style="list-style-type: none"> <li>- Recurring</li> <li>- Non recurring</li> </ul>	<p>£</p> <p>650,000</p> <p>Range to £328,250</p> <p>Range to £118,350</p>
<p><b>MUST BE BALANCED WITH (-)</b></p> <p>1. Increase in Council Tax (Appendix B)</p> <p>2. Budget Reductions (Appendices E &amp; F)</p> <ul style="list-style-type: none"> <li>- Items identified last year</li> <li>- Newly identified items from service plans</li> </ul> <p>3. Income Opportunities (Appendix G)</p> <p>4. Additional interest receipts arising from a reduction in the Council's capital investment plans</p>	<p>£</p> <p>Various possibilities - for example 3% raises £109,000; 6% £218,000.</p> <p>Range to £139,350</p> <p>Range to £325,950</p> <p>Range to £324,200</p> <p>£42,000 per £1M reduction</p>

18. In reaching their decisions, Members may wish to consider balancing the budget over two or three years. However, careful consideration must be given to the risks of such an approach and officers recommend against this because of uncertainties surrounding the 2004 actuarial valuation and future government grant levels following the 2001 census. In addition Members will see from the five year projection at Appendix B that pressure is increasing. It would be wise to set a budget this year which enabled breathing space in future years.

#### **Treatment of Council Tax on Second Homes**

19. At the full Council on 6 November 2003, a motion was passed confirming the Council's intention to reduce the discount on second homes from 50% to 10% in accordance with new powers contained within the Local Government Act

2003. The additional income attributable to South Hams, c. £230,000, has not yet been taken into account in the overall budget. It is intended that this income will be ring fenced for affordable housing. Furthermore, it is anticipated that this will be a rapidly diminishing resource and it would therefore be unwise to build it back into the base revenue budget.

## **Risk Assessment**

20. Our financial forecasts are based on a number of assumptions including the level of inflation, income from government grants and prevailing economic conditions. The Council faces the risk that events may differ from expectations. These risk are managed by:
- preparing estimates on a prudent basis, making use of professional sources where possible;
  - discussing forecasts with Service Centre Managers to ensure that budget pressures are identified at the earliest opportunity;
  - the adoption of robust financial management arrangements, including option appraisal, risk assessment, and financial monitoring;
  - continual monitoring and review of the key assumptions with updates to members as appropriate.
21. If Members decide to balance the budget over a longer timeframe, there is a further risk that budget pressures will be increased by unforeseen events and new service or statutory demands leading to a widening gap. Particular risks surround the outcome of the 2004 actuarial valuation due to trends in life expectancy, stock market performance, etc. and the impact of the 2001 census on government grants. Consequently, any short-term use of reserves must be approached prudently, if at all.

## **Conclusion**

22. The preparation of next year's budget will prove even more challenging for members and officers than in the past. The Council faces considerable financial pressures and demands arising from inflation, depressed interest rates, the need to maintain assets and to address e-government targets. Members' views are now sought as to how they would wish to reconcile the competing demands of additional expenditure, service provision and sound financial management.



Mark Seymour  
Chief Finance and Administration Officer

Executive  
4 December 2003

## **Background Documents**

Financial Forecast 2004/2005 to 2008/2009 – Key issues, *Executive 4 September 2003*

Review of Capital Programme Projects, *Executive 2 October 2003*

Financial Services files

**BUDGET 2004/2005****KEY ISSUES****The funding gap faced by the Council in 2004/2005**(Expressed as an increase (decrease) in the Council Tax requirement)

	<b>Initial 4 Sept £ 000s</b>	<b>Update 4 Dec</b>
Arising from economic factors / government grant support		
Expected <b>inflation</b> (assuming pay awards in line with RPI increases)	469	469
Reduction in interest receipts	179	132
(Increase) / Reduction in government grants after adjusting for the Dartmoor National Park (DNP) levy - DNP now receive a specific grant	53	(50)
	701	551
<b>Additional Pressures</b>		
Unresolved budget pressures brought forward from 2003/2004	55	55
Dartmouth Leisure Centre - revenue implications	120	120
Reduced reliance on trading account surpluses	40	40
Insurance Premium	44	44
Commutation Adjustment and other miscellaneous	44	44
Homelessness	50	50
Reduced income from land charge search fees	100	80
	453	
Less: Reduction in committed non-recurring bids *	(108)	(108)
Income growth - car parks / planning applications and appeals	-	(145)
Miscellaneous - including reduction in leisure centre rates, etc.	-	(15)
<b>TOTAL BUDGET PRESSURES (nearest £10,000)</b>	<b>1,046</b>	<b>716</b>
Offset by: -		
Assumed increase in Council Tax (6%)	(251)	} Members to
Inflationary increase in charges	(113)	} recommend
Budget reductions identified for 2004/2005 - implemented	(64)	(64)
- to be implemented	(222)	Members to recommend
<b>CORE BUDGET PRESSURES (nearest £10,000)</b>	<b>400</b>	<b>650</b>

\* a number of bids for non-recurring expenditure were approved during the preparation of the 2003/2004 and earlier budgets for a period of up to five years. As the requirement for such items ceases, resources will be released to support other services.

**BUT! (Issues for consideration)**

1. Can the budget reductions identified in 2003/2004 be achieved?
2. Review of Leisure Management
3. Variable interest rate of 4.21% assumed on £33m. A 0.25% reduction would add £40,000 to costs.
4. Service Pressures / Shifting resources
5. Budget pressures arising from a review of the Capital Programme, in particular those from asset management surveys and the requirements of e-government.
6. The government's ongoing review of grant levels and the balance of funding.
7. Future years' pension contributions.
8. Waste Management
9. LSVT warranties

## Appendix B

### Financial Forecast 2004/2005 – 2008/2009

- before considering bids, the increase to Council Tax, budget reductions and income opportunities

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
<b>Key Assumptions</b>						
Inflation: General		2.75%	2.50%	2.50%	2.50%	2.50%
Salaries and Wages		2.75%	2.50%	2.50%	2.50%	2.50%
Variable Interest rate		4.21%	4.68%	4.86%	4.83%	4.83%
Funds drawn from reserves for:						
i. New capital investment, based on existing assumptions (excl. programmed contractual commitments) (£000)						
		1,100	1,100	0	0	0
ii. Potential additional capital expenditure financed from windfall capital receipts in 2003 (mainly RTB clawback receipts) - <u>subject to Members' confirmation</u>						
		800	800	0	0	0
iii. To finance the costs of the Local Plan Inquiry (£000)						
		100	1,000	900	0	0
Reduction in government grant (£000)- removal of floor protection						
		0	189	0	0	0
Increase in council tax properties						
		0	300	300	300	300

	Year ----->					
	Base 2003/04 £ '000	Yr1 2004/05 £ '000	Yr2 2005/06 £ '000	Yr3 2006/07 £ '000	Yr4 2007/08 £ '000	Yr5 2008/09 £ '000
Cost (Saving)----->						
<b>Baseline Data</b>						
Base budget brought forward	8,973	8,973	9,605	10,042	10,393	10,766
<b>Expenditure Variations</b>						
Budget pressures - Note a		273	126	16	19	16
Budget reductions previously identified		(64)	TBA	TBA	TBA	TBA
Inflation (net of inflationary increase in charges)		469	296	301	329	325
Adjustment re. Dartmoor National Park (now funded direct) (Government grants show a compensating reduction)		(70)				
<b>Reduction in committed non-recurring bids</b>		(108)	(46)	(55)	0	0
<b>External Interest</b>		132	61	89	25	(24)
<b>Projected Expenditure (1):</b>	<b>8,973</b>	<b>9,605</b>	<b>10,042</b>	<b>10,393</b>	<b>10,766</b>	<b>11,083</b>

<b>FINANCING: -</b>	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
GOVERNMENT GRANTS (£000) - Note b	5,312	5,295	5,238	5,369	5,503	5,641
SURPLUS (DEFICIT) ON COLL'N FUND (£000)	33	30	30	30	30	30
Financing Sub Total (2):	5,345	5,325	5,268	5,399	5,533	5,671
COUNCIL TAX REQUIREMENT (£000) (1-2)	3,628	4,280	4,774	4,994	5,233	5,412
	<b>8,973</b>	<b>9,605</b>	<b>10,042</b>	<b>10,393</b>	<b>10,766</b>	<b>11,083</b>
Council Tax Base (Number of properties)	34,589	34,589	34,889	35,189	35,489	35,789
Council Tax - Band D (£)	104.89	123.74	136.83	141.92	147.45	151.22
Percentage Increase		18.0%	10.6%	3.7%	3.9%	2.6%
Percentage Increase from base 2003/2004		18.0%	30.5%	35.3%	40.6%	44.2%

#### CALCULATION OF GENERAL FUND VARIATION REQUIRED TO MEET COUNCIL TAX TARGET

Percentage Increase in Council Tax	0.00%	0.00%	0.00%	0.00%	0.00%
Council Tax requirement at this level of increase (£000)	3,628	3,660	3,691	3,722	3,754
<b>Variation in General Fund - Increase / (Decrease) required (£000)</b>	<b>(652)</b>	<b>(1,114)</b>	<b>(1,303)</b>	<b>(1,511)</b>	<b>(1,658)</b>

## Appendix B

### Notes to the financial forecast:

#### Note a:

Budget Pressures

	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>
	£ '000	£ '000	£ '000	£ '000	£ '000
Unresolved budget pressures relating to 2003/2004	55				
Dartmouth Leisure Centre - revenue implications	120				
Reduced reliance on trading account surpluses	40	40			
Insurance Premium	44				
Commutation adjustment and other miscellaneous	44	17	16	19	16
Homelessness	50				
Reduced income from land charge search fees	80				
Job evaluation of revenues and benefits - E.117/02		69			
Income growth - car parks and planning application fees	(145)				
Miscellaneous - including reduction in leisure centre rates	(15)				
	<u>273</u>	<u>126</u>	<u>16</u>	<u>19</u>	<u>16</u>

#### Note b:

Explanation of change in government grants - 2003/2004 - 2004/05

	£ '000
Inflationary increase	129
- transfer of funding to Dartmoor National Park (offset by reduction in amount levied)	(70)
- contingency sum, pending announcement of revised funding arrangements following the transfer of benefit funding from Revenue Support Grant to the Department of Work and Pensions	(76)
	<u>(17)</u>

Explanation of change in government grants - 2004/2005 - 2005/2006

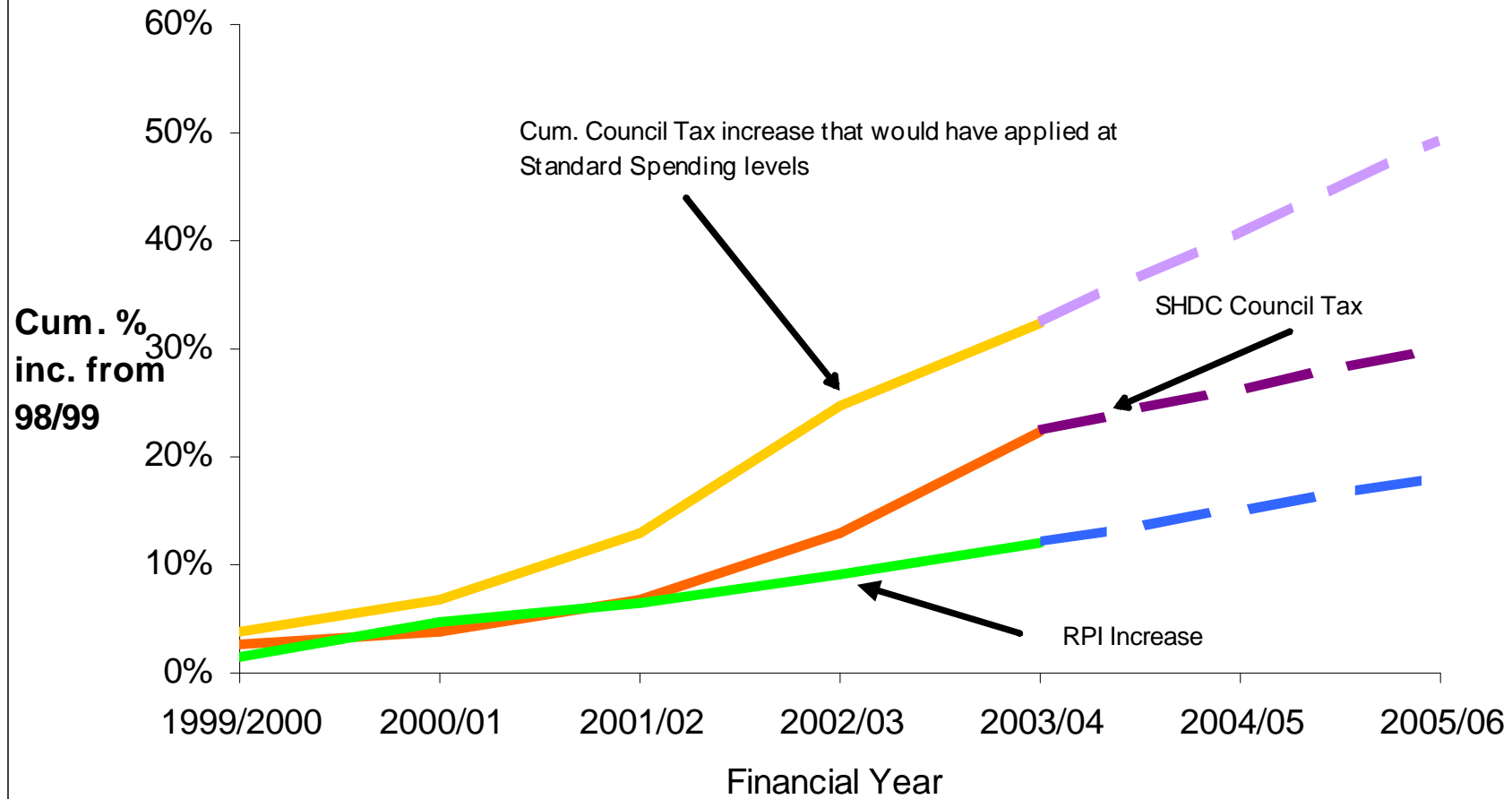
Inflationary increase (2.5%)	132
Assumed removal of floor protection	(189)
	<u>(57)</u>

Thereafter, inflationary increases are assumed

### Addressing the Budget Gap: Increasing Council Tax

	<u>2004/05</u>	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>
	£ '000	£ '000	£ '000	£ '000	£ '000
<b>THE STARTING POINT - CORE BUDGET PRESSURES - as above</b>	652	1,114	1,303	1,511	1,658
<b>POTENTIALLY OFFSET BY:</b>					
Income generated from increasing council tax					
By 3% each year (Cumulative in £000s)	109	254	405	562	724
By 4% each year (Cumulative in £000s)	145	330	524	727	939
By 5% each year (Cumulative in £000s)	181	407	645	896	1,163
By 6% each year (Cumulative in £000s)	218	484	768	1,071	1,396
By 7% each year (Cumulative in £000s)	254	562	894	1,252	1,638
By 8% each year (Cumulative in £000s)	290	640	1,022	1,436	1,888
By 9% each year (Cumulative in £000s)	327	720	1,152	1,627	2,148
By 10% each year (Cumulative in £000s)	363	800	1,285	1,822	2,418

**Comparison of SHDC Council tax increase with the percentage increase implied by the SSA / Government Grant levels (Dotted lines are *projections* based on the Government's spending review)**



File Reference / Description	Recurring	New pressures from:		Non-recurring	2005/06	2006/07
	2004/05	2005/06	2006/07	2004/05		
	£	£	£	£	£	£
<b><u>PRIORITY ONE</u></b>						
<b>C1. Environmental Health</b> - implementation of Licensing Act 2003 (statutory requirement to introduce liquor licensing)	Break even	50,000				
<b>C2. Information Technology</b> - Upgrade of internet connection	16,400			5,200		
<b>C3. Property</b> - resources to address R&M on Council buildings and other assets	150,000					
<b>C4. Housing</b> - P/T prevention of homelessness officer	9,200			300		
<b>C5. Car Parks</b> - on-line link to DVLA (to assist in income recovery re. abandoned vehicles and standard charges)	200			1,000		
<b>C6. Information Technology</b> - BACs via internet	800			4,000		
<b>C7. Environmental Health</b> - software upgrade	11,700			6,000		
<b>C8. Information Technology</b> - two IT placement students. (This bid is promoted at this stage subject to an overall review of IT staffing).	26,000					
<b>C9. Information Technology</b> - ICT staffing (This bid is promoted at this stage subject to an overall review of IT staffing).	33,000					
<b>C10. Information Technology</b> - Devon Portal ongoing development - Yr 1 2004/05			15,000	50,000	50,000	
<b>C11. Information Technology</b> - FAST (Federation against software theft) year 2 subscription				2,500		
<b>Sub Total - Priority one</b>	<b>247,300</b>	<b>50,000</b>	<b>15,000</b>	<b>69,000</b>	<b>50,000</b>	<b>0</b>

File Reference / Description	Recurring	New pressures from:		Non-recurring	2005/06	2006/07
	2004/05	2005/06	2006/07	2004/05		
	£	£	£	£	£	£
<b><u>PRIORITY TWO</u></b>						
<b>C12. Revenues &amp; Benefits</b> - Welfare Benefits take-up campaign				3,000		
<b>C13. Waste Management</b> - recycling assistant to assist in progression of scheme	21,700					
<b>C14. Collective Training</b> - training budget increase - eg Customer Care, Professional Qualifications Training	5,000					
<b>C15. Community Development</b> - subscription to Grantfinder online service to provide web based funding information	3,200					
<b>C16. Information Technology</b> - pc replacement programme	15,000					
<b>C17. Information Technology</b> - students (e-government) - Yr 1 of 3. This could be financed from the IT development reserve and is promoted at this stage subject to an overall review of IT staffing.				26,000	26,000	26,000
<b>C18. Leisure and Parks</b> - increased costs arising from revised arrangements for delivering grounds maintenance services		No figure identified - Work within existing budget leading to eventual reduction.				
<b>Sub Total - Priority two</b>	<b>44,900</b>	<b>0</b>	<b>0</b>	<b>29,000</b>	<b>26,000</b>	<b>26,000</b>

**BIDS / SERVICE PRESSURES 2004/2005**

**Appendix C**

File Reference / Description	Recurring	New pressures from:		Non-recurring		
	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07
	£	£	£	£	£	£
<b><u>PRIORITY THREE</u></b>						
<b>C19. Forward Planning</b> - Local Plan Resourcing	10,500					
<b>C20. Members</b> - New managers / Councillors training				9,000		
<b>C21. Personnel</b> - Web access for job applications		1,000		5,000		
<b>C22. Corporate</b> - MVM GIS ApSis upgrade				2,750		
<b>C23. Tourism</b> - Museums Development Support					4,000	4,000
<b>C24. Corporate</b> - Meeting room projectors and replacement contribution	2,650			3,000		
<b>Sub Total - Priority three</b>	<b>13,150</b>	<b>1,000</b>	<b>0</b>	<b>19,750</b>	<b>4,000</b>	<b>4,000</b>
<b>GRAND TOTAL - Priorities one to three</b>	<b>305,350</b>	<b>51,000</b>	<b>15,000</b>	<b>117,750</b>	<b>80,000</b>	<b>30,000</b>

## CAPITAL BIDS / SERVICE PRESSURES 2004/2005

## Appendix D

File Reference / Description	Recurring	New pressures from:		Non-recurring	2005/06	2006/07	Capital
	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07	£
	£	£	£	£	£	£	£
<b><u>PRIORITY ONE</u></b>							
<b>D1. Information Technology</b> - Mandofoms (distributed product)	1,500						10,000
<b>D2. Operations Team</b> - diesel tank renewal when necessary							32,000
<b>D3. Information Technology</b> - Replacement minicomputer; annual contribution to reserve	7,500						30,000
<b>Sub Total - Priority one</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72,000</b>
<b><u>PRIORITY TWO</u></b>							
<b>D4. Revenues &amp; Benefits</b> - Benefits IT (allowing benefit claims by telephone)	9,400						7,000
<b>D5. Environmental Health</b> - air quality monitoring equipment following assessment of air quality							16,000
<b>D6. Personnel and Payroll</b> - software upgrade to enable all managers to gain access to database.	3,000						15,000
<b>D7. Car Parks</b> - replacement software, Salcombe boat park	1,500			600			8,000
<b>D8. Drawing Office</b> - Ordnance survey positional accuracy improvement programme.							35,250
<b>D9. HQ Site Management</b> - replacement franking machine							15,000
<b>Sub Total - Priority two</b>	<b>13,900</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>96,250</b>
<b>GRAND TOTAL - Priority Groups one and two</b>	<b>22,900</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>168,250</b>

**PROGRESS IN ACHIEVING REDUCTIONS FOR 2004/2005 IDENTIFIED LAST YEAR**

**Appendix E**

ORIGINAL PROPOSAL ----->				Revised level of reductions for Members consideration		Notes
Service/Budget Head	Details of Reduction (As originally reported)	2004/05 Reduction in Net Cost	2005/06 Reduction in Net Cost	2004/05	2005/06	
		£	£	£	£	
E1. Waste Management	Refuse Collection - reduce service to a fortnightly collection. Executive proposed that service was reviewed when the recycling scheme was up and running.	TBA	TBA	-	TBA	Recommend to bring forward in medium term. Link with E2 and E3
E2. Recycling	Target saving from revised recycling scheme across the district.	50,000	50,000	£50,000 saving built into base budget	-	Achieved 04/05. Future years dependent on recycling plan. Link with E1 & E3
E3. Waste Management	Review refuse collection rounds once Torr Quarry operating and scheme complete	40,000		-	40,000	We need to undertake a comprehensive review in light of the recent proposed changes to our waste and recycling systems. Link with E1 & E2.
E4. Street Cleaning	Review underway to achieve efficiency savings in the delivery of the service	15,000	-	15,000	-	Can be achieved by marginal reduction in mechanical sweeping. But see comprehensive saving list.
E5. HQ Office Management	Efficiency Savings	TBA	TBA	Minor savings built into base budget	-	
E6. Support Services	Review budgets. Executive recommended that this be looked at with leisure review.	TBA	TBA	TBA	-	Will be looked at in line with Leisure review.
E7. Print Room	Efficiency Savings	TBA	TBA	See current year's reductions	-	
E8. Employment Estates	Review	TBA	TBA	TBA	TBA	Review to be undertaken by mid 2004

**PROGRESS IN ACHIEVING REDUCTIONS FOR 2004/2005 IDENTIFIED LAST YEAR**

**Appendix E**

**ORIGINAL PROPOSAL** ----->

Service/Budget Head	Details of Reduction (As originally reported)	2004/05	2005/06	Revised level of reductions for Members consideration		Notes
		Reduction in Net Cost	Reduction in Net Cost	2004/05	2005/06	
		£	£	£	£	
E9. Leisure Centres-Op Exp	Review of service provision	50,000		50,000	50,000	Full year saving unlikely to be achieved 04/05. Figure pending outcome of tender.
E10. Review of grants activity	Focus grants on Council priorities	TBA	TBA	TBA	TBA	We have introduced a more rigorous approach which will focus grant towards priorities. Members may wish to reduce budget.
E11. Revenues and Benefits	Undertake a review of discretionary relief for organisations which benefit the community. (One years notice required)	TBA		9,000	-	Review undertaken appropriate notification given in line with policy.
E12. Revenues and Benefits	Undertake a review of discretionary relief for organisations wholly or mainly used for charitable purposes. (One years notice required)	TBA		See above	-	
E13. Housing	Outsource the maintenance of the Housing Register to create a Devon-wide scheme.		TBA	-	TBA	Project being managed by North Devon. Bid for external funding to scope project secured.
E14. Personnel	RE: employment of youth trainees	14,000		£14,000 built into base budget	-	OK as it is.
E15. Ivybridge TIC	Further savings subject to Consultants report	10,000		10,000	15,000	Agreed E89/03. Subject to there not being a majority contribution from another organisation.
E16. Public Conveniences	Rationalise the number of toilets	73,000		40,000	17,000	Any savings to Members approval to proposals elsewhere on Agenda.
E17. Development Control and Conservation	Restructuring	TBA		-	-	See proposed reduction F13, Appendix H.
<b>Total of possible savings commencing in a future year</b>		<b>252,000</b>	<b>50,000</b>			

**PROGRESS IN ACHIEVING REDUCTIONS FOR 2004/2005 IDENTIFIED LAST YEAR**

**Appendix E**

**ORIGINAL PROPOSAL** ----->

Service/Budget Head	Details of Reduction (As originally reported)	2004/05	2005/06	Revised level of reductions for Members consideration		Notes
		Reduction in Net Cost	Reduction in Net Cost	2004/05	2005/06	
		£	£	£	£	
	Add: Additional savings arising from Budget reductions implemented in 03/04					
	(i) Car and Boat Parking - Staffing review	9,000		-	-	- No further savings possible
	(ii) Beach cleaning - restriction	20,000		10,000	-	
	Add: Possible income opportunity from demolishing public conveniences and re-designating land for car parking	3,350		3,350	-	- Will be achieved
	Development Control Possible income opportunity from charging for the supply of info.	2,000		2,000	-	Awaiting clarification of new powers
	<b>GRAND TOTAL</b>	<b>286,350</b>	<b>50,000</b>	<b>139,350</b>	<b>122,000</b>	

NB. Clearly a number of these are high risk and not recommended. Reference must be made to supporting working papers.

File Reference / Description	Recurring Saving
<b><u>PRIORITY 1 - RECOMMENDED IMPLEMENTATION</u></b>	£
F1. Various administrative savings - but see note on Dartmouth Regatta	(11,850)
F2. HQ Buildings - reduce amount spent on office cleaning	(8,000)
F3. Leisure and Parks - Partnership arrangement with Dartmouth in Bloom	(5,000)
F4. Legal - please see confidential Appendix H	(4,000)
F5. Property services - rationalisation of posts in property services	(3,000)
F6. Leisure and Parks - Reduce contribution to play area reserve / Subject to outcome of open space review. There may be savings in future years.	(16,900)
F7. Electoral Registration - please see confidential Appendix H	(5,000)
F8. Waste management - review efficiency of sweeping arrangements. Target notional at this stage, subject to review.	(50,000)
F9. Leisure and Parks - Delete grants and / please see confidential Appendix H. Options paper required.	(35,000)
<b>Sub Total - Priority one</b>	<b>(138,750)</b>
<b><u>PRIORITY 2 - FOR CONSIDERATION</u></b>	
F10. Revenues and Benefits - stop the issue and use of Council Tax payment cards	(7,500)
F11. Environmental Health - cessation of blue flag and rural beach awards	(5,100)
F12. Environmental Health - cessation of placement of dog signs within the district	(2,300)

**REDUCTIONS 2004/2005****Appendix F**

<b>F13. Development Control and Conservation</b> - please see confidential Appendix H	(30,000)
<b>Sub Total - Priority two</b>	<b>(44,900)</b>
<b><u>PRIORITY 3 - NOT RECOMMENDED</u></b>	
<b>F14. Environmental Health</b> - closure of sewage investigation budget.	(2,200)
<b>F15. Environmental Health</b> - please see confidential Appendix H	(30,000)
<b>F16. Revenues and Benefits</b> - please see confidential Appendix H	(21,700)
<b>F17. Drawing Office</b> - please see confidential Appendix H	(11,300)
<b>F18. Coast and Countryside</b> - please see confidential Appendix H	(12,700)
<b>F19. Information Technology</b> - please see confidential Appendix H	(18,000)
<b>F20. Economy and Europe</b> - please see confidential Appendix H	(19,000)
<b>F21. Public Relations</b> - please see confidential Appendix H	(6,500)
<b>F22. Forward Planning</b> - please see confidential Appendix H	(16,800)
<b>F23. Environmental Health</b> - curtailment of council's 24 hours call out service.	(4,100)
<b>Other possible reductions:</b>	

**REDUCTIONS 2004/2005****Appendix F**

All services were set a 10% target to identify the impact of reductions. To achieve the target almost all services identified staffing reductions. Some of these were found to be undeliverable in that they could have undermined the capacity of services to deliver to minimum standards or, in the case of support services, would have indirectly undermined Council effectiveness. The possibilities above are believed to be the least detrimental.

In addition to the suggestions above consideration was given to further reducing the Council spend on tourism. Tourism provides 13% of the district's employment and is a key part of the Council's Prosperity Strategy. The budget has been eroded over recent years and the option of closing Ivybridge TIC would enable the 10% target to be met in full. Clearly there are options to reduce the budget further but it is believed that a reduction in activity will be damaging to the district wide marketing strategy and could be directly linked to a reduction in visitor numbers. However it is suggested that a similar level of activity could be funded in partnership with the industry sector.

There are growing examples of this practice elsewhere and the principle is believed to be supported by South West Tourism. To enable a 'soft landing' it is suggested that a 3 year target for a reduction in spend is set during which period officers and members can promote this approach through the Tourism Forum.

**Sub total - Priority 3**

**(142,300)**

**GRAND TOTAL**

**(325,950)**

## INCOME OPPORTUNITIES 2004/2005

## Appendix G

1) Recommend to be implemented      2) Possible - for consideration

Description	Recurring	Notes
	£	
<b><u>GROUP 1 - RECOMMENDED FOR IMPLEMENTATION</u></b>		
<b><u>Inflationary Increases</u></b>		
<b>G1. Local Land Charges - SHDC element</b>	0	Officer recommendation - no increase. Please see the report to the 4.12.03 Executive which identifies a range of options for Members consideration raising additional income of up to £29,600
<b>G2. Outdoor Recreation and Sports Development - Target 8% increase in income</b>	(3,200)	Proposals to be considered by the Business Board on 27.11.03
<b>G3. Licensing - review of charges</b>	(12,000)	Proposals to be considered by the Executive on 4.12.03
<b>G4. Trade Waste Collection - 8% increase in charge for trade sacks</b>	(7,100)	Proposals to be considered by Business Board on 20.11.03
<b>G5. Trade Waste Collection - 3% increase in charge for wheeled bins proposed (this is the maximum increase recommended because of market forces)</b>	(12,400)	Proposals to be considered by Business Board on 20.11.03
<b>G6. Car and Boat Parking - increase standard charge (excluding VAT)</b>	(21,000)	Proposals to be considered by Business Board on 27.11.03
<b>G7. Car and Boat Parking - increase boat charges (excluding VAT)</b>	(10,400)	Proposals to be considered by Business Board on 27.11.03
<b>G8. Dartmouth Ferry - proposed charges based on maximum market increases</b>	(40,000)	Proposals to be considered by Business Board on 20.11.03

**INCOME OPPORTUNITIES 2004/2005**
**Appendix G**

1) Recommend to be implemented      2) Possible - for consideration

Description	Recurring	Notes
	£	
<b>G9. Building Regulations</b>	Ring fenced trading account	Must be self-financing over a three year period. Surplus will be achieved but no further income opportunity.
<b>G10. Pannier Markets</b> - based on target increase of 8%	(7,800)	Proposals to be considered by Business Board on 27.11.03
<b>G11. Homelessness</b> - Avondale and Private Sector Leased properties	(8,000)	Proposals to be considered by Executive on 8.1.04
<b><u>New Charges</u></b>		
<b>G12. Homelessness</b> - Charge for removal and storage of furniture and belongings	TBA	Up to £5,000 could be generated. No specific target incorporated.
<b>G13. Site Management, Committee and Member services, Print Room</b> - income target	(10,000)	Income target that reflects investment in equipment in the Print Room.
<b>G14. Car parking</b> - pro-rata hourly parking tariffs (excluding VAT)	(64,000)	Proposals included on the Business Board Agenda for 27.11.03
<b>G15. Car parking</b> - increase permit charges (excluding VAT)	(58,000)	Proposals included on the Business Board Agenda for 27.11.03
<b>G16. Personnel and Payroll</b> - review income opportunities to external organisations	(2,500)	
<b>G17. Car and Boat Parking</b> - changes to car park status (excluding VAT)	(32,000)	Proposals to be considered by Business Board on 27.11.03
<b>G18. Car and Boat Parking</b> - introduce boat charges at Aveton Gifford (excluding VAT)	(1,000)	Proposals to be considered by Business Board on 27.11.03

**INCOME OPPORTUNITIES 2004/2005****Appendix G**

1) Recommend to be implemented      2) Possible - for consideration

Description	Recurring	Notes
	£	
<b>Total - Group 1 (Recommended)</b>	<b>(289,400)</b>	
<b><u>GROUP 2 - POSSIBLE FOR CONSIDERATION</u></b>		
<b>G19. Waste management</b> - charge for the collection of domestic clinical waste	(8,000)	Not supported
<b>G20. Car parking</b> - review leisure pass	(14,000)	No longer promoted by Car Parks
<b>G21. Car and Boat Parking</b> - introduce overnight charging in Victoria Street	(12,800)	No longer promoted by Car Parks
<b>Total - Group 2 (Possible for consideration)</b>	<b>(34,800)</b>	
<b>G22. Leisure Centre Review of Charges</b>	Ring Fenced	Proposals to be considered by Business Board on 21.11.03
<b>OVERALL TOTAL</b>	<b>(324,200)</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>C1. Environmental Health</b> – Implementation of Licensing Act 2003.
<b>Amount</b>	£50,000 recurring from 2005/06. This figure is provisional as government guidance is awaited.
<b>Description of Item</b>	Implementation of the Licensing Act 2003. Mandatory requirements to introduce liquor licensing administrative set up. This will include additional personnel, committee structure and associated support costs including legal costs of appeals. Costs will be offset by income. Charges likely to be nationally prescribed.
<b>Statutory Powers</b>	Licensing Act 2003
<b>Corporate Relationship to Priorities</b>	Mandatory Function
<b>Risk Assessment</b>	Not an option – new mandatory requirement
<b>Details of External Consultation</b>	Licensing policy will be subject to consultation
<b>Alternative Approaches Explored</b>	Long-term possible partnerships with other local authority. Current uncertain time scales make joint approaches difficult, but propose to establish systems, which do not inhibit future partnerships developing.



<p><b>Details of External Consultation</b>          Quotes from existing and alternative suppliers. Access survey – re Internet use.</p>
<p><b>Alternative Approaches Explored</b></p> <p>There are very few alternatives in the South Hams, however, at some point the Devon Infrastructure project, managed by DCC, should identify alternative and lower cost ways of connecting to the Internet. The option for a third party to host the Council’s web site has also been considered and rejected due to the requirement of e-government transactional website functionality.</p>

File Ref:	<b>C3. Property</b> – resources to address R&M on Council buildings and other assets
<b>Amount</b>	£150,000 recurring 2004/05
<b>Description of Item</b>	The externally commissioned Conditions Surveys in respect of the Leisure Centres, Follaton House and Employment Estates, together with internal assessments of the remaining building stock, have identified a major R&M backlog. There are also a significant number of assets still to be assessed. These must be provided for in future revenue budgets. Detailed analysis of the surveys, priorities for action, existing reserves, appropriate capital works and possible further disposals is now required. Pending completion of that analysis this bid seeks to set aside sufficient revenue resources.
<b>Statutory Powers</b>	Some mandatory areas of Health and Safety and DDA apply – otherwise S.111 Local Government Act 1972.
<b>Relationship to Corporate Priorities</b>	CP5 – Clear links in terms of maintaining service provision in support of all priorities if assets are poorly maintained and failing.
<b>Risk Assessment</b>	Potential for non-compliance with legislation, future failure of buildings leading to poor quality services and potential major costs in future years.
<b>Details of External Consultation</b>	N/A
<b>Alternative Approaches Explored</b>	Detailed analysis of priority needs, available resources and possible disposals will provide a more accurate assessment of budget. There is a limit to other choices. “Do Nothing”, is not acceptable. Disposals of assets can be made which have been accounted for i.e. Not included in assessment.



<b>Details of External Consultation</b> None
<b>Alternative Approaches Explored</b> Manual systems (Note existing costs are £500 per annum)

File Ref:	<b>C6. Information Technology – BACs via internet</b>
<b>Amount</b> £800 recurring 2004/05	£4,000 non-recurring 2004/05
<b>Description of Item</b> BACS, the Company that provides the service by which we pay our direct debits and credits is forcing a mandatory change in the way we communicate with this service. This will affect the following services: - Salaries, Payroll, Housing Benefit and Creditor payments, Collection of Leisure, NNDR and Council Tax Direct Debits. This new service must be in place by December 2005. The replacement service is called Bacstel-IP. BACS is the only company that provide this service.	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b> CP5 and CP6	
<b>Risk Assessment</b> Failure to change to Bacstel-IP will result in the major cash flow implications (Direct Debits being the most effective and efficient way of collecting money). Payments to Creditors, Staff and Housing Benefit recipients would have to revert to cheque payment causing increased costs and additional administration.	
<b>Details of External Consultation</b> None	
<b>Alternative Approaches Explored</b> There is no alternative other than using a bureau service. Due to the sensitive nature of our direct debit/credits this is thought not to be a viable alternative.	



File Ref:	<b>C8. Information Technology</b> – two IT placement students
<b>Amount</b> £26,000 recurring 2004/05	
<b>Description of Item</b> As part of the ICT section’s activities, there are a number of more mundane less skilled tasks. To make the best use of the higher salaried/skilled staff and to allow the section to focus on more than just operational tasks, the ICT section has made use of IT Placement (3 <sup>rd</sup> yr IT degree course) students to carry out these less skilled tasks. This has assisted in the absorption of the increase in demand for our Services and has been a very cost-effective way of providing additional resources. The sort of tasks currently undertaken by the placement students include: <ul style="list-style-type: none"> <li>▣ Basic IT hardware and software support</li> <li>▣ Basic hardware and software installation, including the ongoing rolling replacement programme</li> <li>▣ Network cabling</li> <li>▣ Hardware and software asset marking and inventories</li> <li>▣ General admin support – e.g. – requesting quotes for purchases</li> </ul> This has been funded (2 students in 2003/4, 2 in 2002/3, and 1 in 2001/2 from staff savings and the IT Development Reserve. It is now recommended that this arrangement is built into the staffing budget as not having this resource would have a very noticeable impact on the Section’s ability to support its customers and the implementation ICT Projects Programme (already showing signs of being stretched) would be further slowed down.	
<b>Statutory Powers</b> S.111 Local Government Act 1972.	
<b>Relationship to Corporate Priorities</b> ICT supports all Corporate Priorities – most notably CP5 and CP6	
<b>Risk Assessment</b> ICT Staffing levels will be placed under further pressure and this puts our ability to effectively support (and react to technical incidents) at risk – therefore jeopardising Service delivery to the public.	
Details of External Consultation None	
<b>Alternative Approaches Explored</b> It would be possible to externally recruit fixed term contractors for these roles, however, the cost of equivalent contract staff would be circa £40-60,000 per annum each. Continue to fund on an annual basis from IT Development Reserve – however we are now dependent on this resource to deliver the current level of support. <b>NB</b> CMT are conscious that in promoting bids B8, 9 and 17 there is a risk of the IT establishment increasing without a complete understanding of the pressures and needs. It is proposed that a review of the establishment is undertaken before new posts are confirmed.	

File Ref:	<b>C9. Information Technology – ICT staffing</b>
<b>Amount</b> £33,000 recurring 2004/05	
<b>Description of Item</b>  There is a relentless growth in demand for, and increasing complexity of ICT solutions and ICT project delivery across all Service areas. In addition to this there are many partnership projects requiring ICT technical skills involvement. This demand is putting great strain in particular on the more senior levels within the section and is impacting on the speed of delivery of many projects. Additional resources are required to meet the demand for Supplier and Project Management in particular, to allow those with specialist technical skills to concentrate more on implementing, maintaining/tailoring systems. It is recognised that there is considerable pressure on the Council's budget and so only 1 additional member of staff is being requested, however it is believed that if this bid is successful, demand will still outstrip resources available. This following range of activities are in need of additional staff time : <ul style="list-style-type: none"> <li>▣ Dedicated project management of key ICT projects, especially those with considerable third party involvement, or those involving considerable infrastructure review.</li> <li>▣ Support in the deployment and support of the Corporate project management approach (PRINCE2)</li> <li>▣ Supplier management for key business systems – many more of which are due to be implemented in the next two years</li> <li>▣ Co-ordination of business application steering groups</li> <li>▣ Support to the ICT manager and Team managers</li> <li>▣ Corporate Information and Standards management</li> </ul>	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b> Most (if not all) Services are heavily reliant on ICT systems – therefore supports all Council Priorities – most notably CP5 and CP6.	
<b>Risk Assessment</b> Without the additional staff, the following may occur: <ul style="list-style-type: none"> <li>▣ Budget and deliverable management of forthcoming key ICT projects will not receive the prudent amount of ICT management time, risking both budgetary issues and poorer quality deliverables;</li> <li>▣ Continued rationing of ICT resources for each business initiative, not allowing the early projects to be properly evaluated or supported;</li> <li>▣ Supplier management reactive rather than proactive</li> <li>▣ Insufficient resource to implement Business Application Steering Groups which it is believed would allow ICT to better support Council initiatives, and in doing so further improve the management of the ICT Programme schedule.</li> </ul>	
<b>Details of External Consultation</b> None	

**Alternative Approaches Explored**

It would be possible to externally recruit fixed term contractors for this role, however, the cost of equivalent contract staff would be circa £85000 per annum – both cost and risk would be increased as contractors are unlikely to have the same ownership and commitment toward Council Priorities.

**NB** CMT are conscious that in promoting bids B8, 9 and 17 there is a risk of the IT establishment increasing without a complete understanding of the pressures and needs. It is proposed that a review of the establishment is undertaken before new posts are confirmed.

File Ref:	<b>C10. Information Technology</b> – Devon Portal ongoing development – Yrs 1- 3
<b>Amount</b>	£15,000 recurring from 2006/07, £50,000 non-recurring 2004/05 & 2005/06

## **C10 - Description of Item**

### **What is the Portal Project?**

The Devon Portal Project is a partnership of all Devon local authorities. Its purpose is to provide a portal i.e. "gateway" (via the web) linking to individual partner web sites – which would also remain accessible in their own right.

There was a successful bid for Local Government On-Line (LGOL) funding from the ODPM in early 2002 for £650,000.

The portal is due to go live (with limited capability) in April 2004.

The main elements of the portal are as follows:-

- The portal as signpost. The portal will provide a consolidated A to Z and a search engine that operates across relevant partner web sites to provide the option of a single point of access that directs users to the appropriate partner web sites. This will enable direct access or supported access
- Collaboration on generic information content. All the Councils of Devon publish information on their web sites, in varying degrees of detail and quality, about their services and how to use them. In the case of District Councils, much of this information will be generic – applicable to all Districts – although currently maintained ten times over. Similarly for County level services the generic information is maintained three times over. It makes sense for web content that is generic to many Councils to be maintained by one provider on behalf of all. Eg. Council X might maintain the generic information about Housing Benefits on behalf of the ten authorities with that responsibility, whilst Council Y maintains the Licensing pages.
- Collaboration on online forms. Where partners delivering like services have not yet web-enabled their transactions, they can collaborate on developing online forms. These would still be branded with the relevant Council's logo so the service user is clear which Council he or she is dealing with. This approach achieves economies (why develop 10 abandoned vehicle reporting forms when you can develop 1?)

### **The future of the Portal Project**

The LGOL funding will only take the project up to a rudimentary stage. To reap the rewards of joint working and the economies of scale which will result it is necessary to provide for the future development of the portal project. There are four main high priority areas for development. They are in the following areas:-

- Common content – provision of shared content for the partners' key services, and of community information for Devon town and parish councils
- Authentication - a common means of authenticating citizens and partners (to an appropriate level for the service) across the Partnership in order to enable the provision of transactional services
- User-based developments – a customer-centric development programme based on portal requirements identified through user groups
- Other priority developments – a development programme, closely linked to the user-development programme based on shared high priority initiatives e.g. online job vacancies and applications

<b>Cost</b>	<b>2004-5</b>	<b>2005-6</b>
Core portal team – 4 FTE (permanent or fixed term)	£170K	£170K
<i>Additional development costs (infrastructure, Development, consultancy, etc)</i>		
Common content	£ 10K	£ 10K
Authentication	£300K	£ 30K
User input	£ 10K	£ 60K
Potential future developments	£ 0K	£300K
<i>Portal infrastructure maintenance costs (already agreed)</i>	£ 47K	£ 47K
<b>Total Cost</b>	<b>£537K</b>	<b>£617K</b>
Contingency reserve (20%)	£107K	£123K
<b>Total Cost with contingency reserve</b>	<b>£644K</b>	<b>£740K</b>

**Cost Benefits**

The high priority development activities, as well as providing many benefits to users, also provide direct efficiencies and economies to the partner authorities.

Expanding the provision of common content and shared forms across the main services of the partners is a rationalisation of work that would otherwise have had to be undertaken separately by each authority. Apart from an initial hump to address the existing material, from then on the cost of electronic publication of material is literally reduced to below 10% of the previous aggregate cost across the e-Partnership. Across all of the services of each council, that represents a substantial saving to each partner.

So many of the local development plans of each partner are identical or very similar. By pooling resources and undertaking a joint approach to development, not only does the end result provide a much more satisfactory user experience (e.g. by not having to be authenticated twice to undertake transactions with the County and a District), it overcomes cross-authority demarcation issues and, most especially, costs less.

If it would cost the Partnership £300K to develop a pan-Devon authentication capability, it is highly unlikely that with the fixed overheads and less fluid variable costs involved that the average cost per partner undertaking this work independently would be less than 25% of this. If at least 11 partners, therefore, were to develop authentication separately (which they would otherwise be obliged to do in order to meet e-Government targets) this would cost a minimum of £825K – a differential almost equal to the total anticipated cost of portal development for 2004/5, and at a unit cost considerably higher than each partner’s anticipated total contribution to the portal’s development budget for the year. When this is multiplied by each of the potential partnership developments that might subsequently be delivered jointly through the portal, the cost benefits of partnership working become overwhelming.

<p><b>C10 - Statutory Powers</b> S.111 Local Government Act 1972.</p>
<p><b>Relationship to Corporate Priorities</b> All – most notably CP5 and CP6</p>
<p><b>Risk Assessment</b> The ongoing viability of the portal is dependent on further funding. Failure to maintain the Portal would mean the loss of the considerable investment in officer time made by the partners to date and indeed could result in the government demanding repayment of some or all of the £650,000 grant.</p> <p>There are risks attached to investing so much through a partnership approach. Further detail can be provided on the partnership structure and on the controls in place to ensure that procurement is undertaken with the same rigour.</p> <p>There are ongoing risks that not all partners will stay within the partnership.</p> <p>However the benefits arising from reduced costs of essential steps in procuring ICT offset these risks.</p>
<p><b>Details of External Consultation</b> Advised by Devon e-partnership Programme Manager</p>
<p><b>Alternative Approaches Explored</b> Alternative sources of funding will be investigated by the partnership in due course. However a commitment is necessary from the partners to ensure that plan can progress to recruit staff in case alternative sources of funding cannot be found.</p>

File Ref:	<b>C11. Information Technology – FAST (Federation Against Software Theft) year 2 subscription</b>
<b>Amount</b>	£2,500 non-recurring 2004/05
<b>Description of Item</b>	ICT recently gained delegated approval from the Chief Executive and the Chief Finance Officer to apply for 1 <sup>st</sup> year corporate membership of the Federation Against Software Theft (FAST). This is a joint exercise being undertaken in partnership with all Devon Councils. FAST work with their members to assist them in achieving a robust software audit policy and procedures by providing training and support. This will help the Council to demonstrate that it is fully licensed for all software it uses. It is likely that this process will take more than one year and this bid is therefore for funding for second year membership. Please note FAST has the power to investigate and prosecute, however they take a support approach with member organisations who co-operate and show willingness to adopt sound security procedures which will ensure that they remain legal.
<b>Statutory Powers</b>	S111 Local Government Act 1972
<b>Relationship to Corporate Priorities</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

All Services use software – therefore contributes to all Council priorities – most notably CP5 and CP6
<b>Risk Assessment</b> All Devon authorities have recently been targeted by the British Software Alliance (BSA). The BSA is an organisation which makes its revenue out of identifying where organisations are not properly licensed. Their practises are hostile – they prefer to ‘name and shame’ rather than work with organisations as do FAST. If South Hams does not however satisfy FAST – they are likely to prosecute the Senior Management.
<b>Details of External Consultation</b> FAST – and Devon e-partners
<b>Alternative Approaches Explored</b> None

File Ref:	<b>C12. Revenues &amp; Benefits – Welfare Benefits take up campaign</b>
<b>Amount</b>	£3,000 non-recurring 2004/05
<b>Description of Item</b>	Welfare Benefits take-up campaign. Previous take up campaigns have increased take up by £200,000 per year.
<b>Statutory Powers</b>	S111, Local Government Act 1972
<b>Relationship to Corporate Priorities</b>	CP1 (A&C), CP2, CP5 & CP6 (D)
<b>Risk Assessment</b>	The risk is that vulnerable people may not receive all the help they are entitled to, thereby affecting their quality of life and possibly their health.
<b>Details of External Consultation</b>	None undertaken
<b>Alternative Approaches Explored</b>	If the bid succeeds it may be used to enable others to conduct/administer the campaign and for us to play a supporting role.

File Ref:	<b>C13. Waste Management – recycling assistant to assist in progression of scheme</b>
<b>Amount</b>	£21,700 recurring from 2004/05
<b>Description of Item</b>	The purpose of this bid is to establish a full time post for a recycling assistant. The Council has statutory targets to meet in relation to recycling. To ensure it meets these targets it is important that any recycling initiatives are managed correctly. Education together with monitoring are key activities that this additional post would cover. The post will provide an additional resource to encourage participation in recycling initiatives and by doing so could making the overall cost of recycling more viable. A report will be brought to the Executive in January which will show the relationship between increased participation, recycling rates and overall cost.
<b>Statutory Powers</b>	Environmental Protection Act 1990
<b>Relationship to Corporate Priorities</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

CP4 Measure E – Percentage of waste recycled and composted CP6 Measure K – Satisfaction with overall Council services
<b>Risk Assessment</b> Council will not be able to meet government targets or progress recycling initiatives
<b>Details of External Consultation</b> N/A
<b>Alternative Approaches Explored</b> Existing post is funded on an eleven month contract. Minute E.158/02(b) refers.

File Ref:	<b>C14. Collective Training</b> – training budget increase eg Customer Care / Professional Qualifications Training
<b>Amount</b> £5,000 recurring from 2004/05	
<b>Description of Item</b> This bid arises from bids from services for additional training resources, for example for training car parks inspectors (where there is no training budget proportionate to the number of staff) and for providing professional training for junior planning officers (recruited because of the lack of fully qualified staff available). Increasing the corporate training resource would satisfy these needs and increase the flexibility of training funding.	
<b>Statutory Powers</b> Refuse Disposal (Amenity) Act 1978 Road Traffic Regulations Act 1984	
<b>Relationship to Corporate Priorities</b> CP2, CP3 and CP6	
<b>Risk Assessment</b> Training staff adequately will improve performance, service quality, staff motivation and customer satisfaction and in the case of both examples may reduce litigation.	
<b>Details of External Consultation</b> N/A	
<b>Alternative Approaches Explored</b> The only alternative is not to train the staff and thus not incur the expenditure. In the case of junior planning officers the alternative is to seek to recruit qualified staff during a period of severe recruitment difficulties at an almost certainly increased cost.	

File Ref:	<b>C15. Community Development</b> – Subscription to Grantfinder online service
<b>Amount</b> £3,200 recurring from 2004/05	
<b>Description of Item</b>  We do not currently subscribe to any web based funding information services, officers rely on paper based or e-mail alerts which cannot be searched in response to enquiries and is not always current.  The purchase of an annual subscription to Grantfinder online service will give us the ability to carry out funding searches from the latest relevant information.	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

Access will be available to staff and members so would encourage independent research on project funding. The package is being used by some other Devon District Councils and Devon County Council.

- ❑ Latest funding information on European, Government, Lottery, Quango and top 200+ charitable trusts.
- ❑ Cost of annual subscription £3,200 + VAT including provision of basic awareness training and support helpline.
- ❑ Facility to customise monthly newsletters, ensuring only relevant information cascaded without copyright issues.
- ❑ Usage reports can be produced to ensure clear evaluation. This can then be used to inform decisions on any ongoing subscription.

Colleagues within Economic Promotion & Europe, Leisure Services and Coast and Countryside have been consulted and all support the submission of this bid.

IT Services have been consulted and have not identified any additional costs or implications.

**Statutory Powers**

Various, including Section 111, Local Government Act 1972

**Relationship to Corporate Priorities**

Such a tool would support the work of Officers involved in delivering CP2, CP3 and CP6. However, there are no specific measures and targets on inward investments, so to would not be fair to suggest otherwise.

**Risk Assessment**

There are no identified risks. This will provide an additional resource which will result in better use of officers' time.

**Details of External Consultation**

N/A

**Alternative Approaches Explored**

Purchase of 2/3 year subscription with substantial discounts. The provision of regional funding information is a major consideration of the South West Regeneration Centre: Creating Excellence, so investment beyond one year may not be necessary.

File Ref:	<b>C16. Information Technology</b> – PC replacement programme
<b>Amount</b> £15,000 recurring from 2004/05	
<b>Description of Item</b> There is an estimated shortfall in the PC Replacement contributions of £31,000. This figure has been calculated based on actual numbers of PC's and Printers etc and the current replacement costs. Detailed workings have been undertaken and are available. This bid requests an adjustment in the contributions to ensure that levels continue to support future requirements.	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

All existing services use desktop systems to support their service provision – therefore relates to all Council Priorities.

Also - CP5 – Technology upgrades are supporting the eGovernment programme

**Risk Assessment**

The proactive technology refresh management has placed the Council in a good position to adopt future technologies, and has allowed Service Managers to concentrate on their Business responsibilities, rather than as in the past where they needed to provide ad-hoc financing for IT items. This represents good Financial and Asset Management. Failure to ensure annual contributions are sufficient could lead to out of date equipment/software being unable to support new technologies therefore impacting on successful implementation of the ICT and e-government Programme Plans.

**Details of External Consultation**

None

**Alternative Approaches Explored**

Consideration was given to an originally higher bid. CMT proposed that a reduced cost could be achieved by a more targeted approach to PC and peripherals replacement, i.e. providing functionality suited to need rather than a standardised approach.

File Ref:	<b>C17. Information Technology</b> – students (e-government) –Yr 1 of 3
<b>Amount</b> £26,000 non-recurring in 2004/05, 2005/06 & 2006/07	
<b>Description of Item</b> Funding to support the appointment of 2 x 3yr Placement Students (ICT degree) – 3 year bid.  As part of the Programme of e-government activities, a number of less skilled activities were identified, which could be undertaken by degree level placement students. These tasks include: <ul style="list-style-type: none"> <li>▣ E-government research</li> <li>▣ Process mapping</li> <li>▣ E-government communication programme</li> <li>▣ Enquiry mapping</li> <li>▣ Project support</li> </ul> It is anticipated that these additional resources will need to be in place for three years.	
<b>Statutory Powers</b> S.111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b> CP5 – To deploy the e-government programme, the skilled staff will be in constant demand. Without this bid, these key staff will be unavailable, as they will be needed to carry out the operational tasks. CP6 – A cost effective way to provide staff with IT experience (2 years +), but who are happy to carry out these tasks	
<b>Risk Assessment</b> The Council is not adequately resourced to support the additional requirements of the e-government project, and therefore without this additional resource, this will have a detrimental effect, and will quite probably require additional external resource to be provided, at a considerably higher cost.	
<b>Details of External Consultation</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

None
<p><b>Alternative Approaches Explored</b></p> <p>It would be possible to externally recruit contractors for these roles; however, the cost of equivalent contract staff is estimated at £50-70,000 per annum each. <b>NB</b> CMT are conscious that in promoting bids B8, 9 and 17 there is a risk of the IT establishment increasing without a complete understanding of the pressures and needs. It is proposed that a review of the establishment is undertaken before new posts are confirmed.</p>

File Ref:	<b>C18. Leisure &amp; Parks</b> – increased costs arising from revised arrangements for delivering grounds maintenance services
<b>Amount</b>	No figure identified – work within existing budget leading to eventual reduction.
<b>Description of Item</b>	Pressure is caused by the need to deliver new arrangements for Grounds Maintenance services. It is not possible until the Executive have confirmed their preferred method of procurement to detail any additional costs. Additional costs may be incurred due to new arrangements for Grounds Maintenance services and this may include one off costs if the services are restructured in house. However changes in the arrangements may over time use existing resources more effectively so any bid may be minimal. A decision on future procurement will be taken at the Executive meeting in January 2004.
<b>Statutory Powers</b>	S19 Local Government (Miscellaneous Provisions) Act 1976
<b>Relationship to Corporate Priorities</b>	This service is relevant to CP3. CP4 measure M.
<b>Risk Assessment</b>	The implications of rejecting this bid may cause a detriment to the local economy and the environment caused by a drop in service levels.
<b>Details of External Consultation</b>	Town and parish councils and sports clubs. Best value satisfaction survey showed the level of satisfaction to be below average.
<b>Alternative Approaches Explored</b>	Alternative options are being explored as part of the grounds maintenance procurement exercise. Members may choose to restrict funding to existing levels but maximise the output.

File Ref:	<b>C19. Forward Planning</b> – Local Plan resourcing
<b>Amount</b>	£10,500 recurring
<b>Description of Item</b>	Local Plan resourcing One post within the unit is currently filled on a part time/job share basis and it has not proven possible to fill the other half of the job share. The available resource has been used for the employment of temporary graduate staff and consultants. This has helped the unit's work. This bid would enable the unfilled part time post to be made full time.

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

<p><b>Statutory Powers</b> Town and Country Planning Act 1990</p>
<p><b>Relationship to Corporate Priorities</b> This service is closely linked to all corporate priorities (CP1 – 6) CP1 – fundamental to affordable housing CP2 – economic activity CP3 – distinctive environment Council commitment to sustainable development</p>
<p><b>Risk Assessment</b> Possible impact on current timescale for progressing Local Development Framework.</p>
<p><b>Details of External Consultation</b> No specific consultation on this bid.</p>
<p><b>Alternative Approaches Explored</b> FSR considered alternatives, including externalisation (not supported), outsourcing (already pursued in areas of need, including special studies) and partnership working (already deployed in several key areas, with agencies including DCC, PCC, the Countryside Agency and others). Continue to use the unspent resource as before.</p>

File Ref:	<b>C20. Members</b> – New Managers/Councillors training
<b>Amount</b>	£9,000 non-recurring
<b>Description of Item</b>	EFQM and other management development training for new managers and councillors
<b>Statutory Powers</b>	Local Government Act 1999
<b>Relationship to Corporate Priorities</b>	Required for Fundamental Service Programme – CP5 and CP6
<b>Risk Assessment</b>	Lack of appropriate management skills to undertake FSRs and service reviews.
<b>Details of External Consultation</b>	None
<b>Alternative Approaches Explored</b>	None.

File Ref:	<b>C21. Personnel</b> – WEB access for job applications
<b>Amount</b>	£5,000 non recurring in 2004/2005 and £1,000 in future years
<b>Description of Item</b>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

<p>Development of electronic recruitment to enable access over the web for job applications and further details. Will increase ease of submitting applications and reduced administration in distributing paper forms and packs. Will demonstrate to prospective applicants that the Council has embraced the opportunities for enhancing access and communications. May increase number and quality of candidates applying.</p>
<p><b>Statutory Powers</b> S111 Local Government Act 1972</p>
<p><b>Relationship to Corporate Priorities</b> CP5 – Improve access to key services CP6 – Improve core services</p>
<p><b>Risk Assessment</b> Recognised as key action in Service Plan and E-government Action Plan Many Councils adopted electronic recruitment some time ago. Not to adopt may reduce our attractiveness as an employer.</p>
<p><b>Details of External Consultation</b> Discussions ongoing with Devon County Council as to the possibility of developing their electronic recruitment system to SHDC requirements.</p>
<p><b>Alternative Approaches Explored</b> None. Maintain existing manual approach.</p>

File Ref:	<b>C22. Corporate – MVM GIS ApSis upgrade</b>
<p><b>Amount</b> £2,750 non-recurring</p>	
<p><b>Description of Item</b> Upgrade MVM Geographical Information System from Powermap to ApSIS</p>	
<p><b>Statutory Powers</b> S111 Local Government Act 1972</p>	
<p><b>Relationship to Corporate Priorities</b> CP1 – secure a supply of housing for local people at affordable levels CP3 – maintain the districts distinctive environment whilst enabling access and sensitive development CP4 – maintain a clean environment CP5 – work with others to improve access to key services CP6 – improve core service performance in a cost effective way</p>	
<p><b>Risk Assessment</b> Not progressing this bid will extend the period that users have had problems and frustrations associated with the existing Powermap GIS. It would effectively stop the future implementation of OS Mastermap and could affect the introduction of various E-Government initiatives, including National Land Information Service, National Land and Property Gazetteer. This software has been long awaited and should improve the MVM systems significantly.</p>	
<p><b>Details of External Consultation</b></p>	
<p><b>Alternative Approaches Explored</b> The only alternative is to continue with the current Powermap GIS. This could only continue whilst OS supply Land Line data as it will not support Mastermap.</p>	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>C23. Tourism</b> – Museums Development Support
<b>Amount</b> £4,000 non recurring in 2005/2006 and 2006/2007	
<b>Description of Item</b> We have already provided for an annual contribution of £4,000 up to and including 2004/05 under a partnership agreement with Teignbridge District Council and Totnes Town Council towards cost of engaging a Museums Development Officer (MDO) to support community museums.  In order to secure further funding from South West Museums, Libraries & Archives Council (SWMLAC), totalling £22,500 over 3 years, we have been asked to commit further funding of £4,000 in each of the 2005/06 and 2006/07 years (ie a further £8,000 in total). This will add nothing to the commitment of £4,000 already agreed for 2004/05.  Having an MDO would provide eligibility for considerable new external funds.  See report to Executive on 2.10.03, when Members decided not to commit the extension of funding beyond 2004/05, questioning the contribution to Council objectives.	
<b>Statutory Powers</b> Public Libraries & Museums Act 1964	
<b>Relationship to Corporate Priorities</b> The relationship to delivery of the Council's priorities and specific targets was shown to be minimal.	
<b>Risk Assessment</b> Potential loss of significant external funding, undermining viability of several museums	
<b>Details of External Consultation</b> Several letters of concern received	
<b>Alternative Approaches Explored</b> None, but SWMLAC commissioning a report analysing the impact of museums on the local economy and possible links to community plans. Report expected by spring 2004. Conclusions could be considered in advance of preparation of 2005/06 budget	

File Ref:	<b>C24. Corporate</b> – meeting room PC projectors and replacement contribution
<b>Amount</b> £2,650 recurring and £3,000 non-recurring	
<b>Description of Item</b> Purchase a new XGA projector and annual replacement contributions for existing projectors	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b> Most Council Services make use of the projectors in their support of the Council objectives.	

**Risk Assessment**

There have already been a number of incidents where high profile (including public) events have been impacted or put at risk by either projectors being unavailable or becoming unreliable during use – generally overheating. A third projector should reduce this risk.

**Details of External Consultation**

None

**Alternative Approaches Explored**

Hire of a projector from an alternative source. In the past, the Tor Homes projector has been borrowed, but this was usually difficult to arrange and there were compatibility issues. With Tor Homes no longer being on the Follaton site, we have contracted external hire companies – ESW (Paignton), Stage Electrics (Plymouth & Exeter), however apart from the relatively high hire cost, this would also be administratively time-consuming (collecting/returning and invoice payment etc).

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>D1. Information Technology – Mandoforms</b>
<b>Amount</b>	
£1,500 recurring 2004/05	£10,000 capital
<b>Description of Item</b>	
<p>Electronic forms (e-Forms) will allow the authority to better manage the publication of electronic documents both externally to the Citizen and internally for office based forms. E-Forms also allows the users of these documents (internal and external) to fill-in these forms on screen and, where appropriate, electronically capture this information. Mandoforms is the Devon Partnership selected product, of which SHDC has recently purchased the core product at a discounted partnership price. This was funded from the IT Dev reserve through delegated authority of the Chief Executive and Chief Finance Officer. This bid is for the following:</p> <ol style="list-style-type: none"> <li>1. Purchase of the Mandoforms Distributed eForms option, allowing electronic information to be gathered by offsite staff through portable devices.</li> <li>2. Annual support and maintenance cost of the above.</li> </ol> <p>PLEASE NOTE – portable devices will be required to implement this corporate potential – this bid does not cover that – it is recommended that Services proposing to use this make a bid at the appropriate stage.</p>	
<b>Statutory Powers</b>	
S.111 Local Government Act 1972.	
<b>Relationship to Corporate Priorities</b>	
Contributes potentially to all Council priorities – most notably CP5 and CP6	
<b>Risk Assessment</b>	
Mandoforms is a key part of the Corporate e-government agenda. To ensure e-forms are available for use remotely, the distributed version is required. The cost of the distributed product is a special deal to the Devon partnership authorities and is open for 6 months (end Jan 2004.)	
<b>Details of External Consultation</b>	
Supplier and Devon e-partners	
<b>Alternative Approaches Explored</b>	
Not appropriate due to existing investment in Mandoforms	

File Ref:	<b>D2. Operations Team – diesel tank renewal</b>
<b>Amount</b>	
£32,000 capital	
<b>Description of Item</b>	
<p>Current diesel tanks situated in Ivybridge Depot have reached their life expectancy and are in need of renewal. This will also be an opportunity to bring the fuel storage capacity at Ivybridge in line with the other operational sites at Torr Quarry and Totnes. It is proposed to bring this forward only when unavoidable.</p>	
<b>Statutory Powers</b>	
Discretionary	
<b>Relationship to Corporate Priorities</b>	
CP4 – Measures A, B and C	
CP6 – Measure I	



**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

The Council has a responsibility to respond to the needs of the community. It is widely accepted that the offices are inaccessible to many of the people living in the area. In addition the access survey demonstrates most peoples' preferred means of contact is by the telephone.

**Details of External Consultation**

N/A

**Alternative Approaches Explored**

The alternative is to continue delivering services in the same way as now but officers regard this as unacceptable.

File Ref:	<b>D5. Environmental Health – Air Quality monitoring equipment following assessment of air quality</b>
<b>Amount</b>	£16,000 capital
<b>Description of Item</b>	Need to purchase and maintain Nitrogen Dioxide Monitoring Equipment to carry out detailed assessment of Air Quality in line with the National Air Quality Strategy. This need has been identified and agreed with DEFRA via the recently submitted updating and screening assessment of Air Quality.
<b>Statutory Powers</b>	Undertaking the review and assessment is mandatory under part IV of the Environment Act 1995.
<b>Relationship to Corporate Priorities</b>	CP4: Maintain a clean environment. There are no specific targets relating to this bid.
<b>Risk Assessment</b>	Existing methods of assessing Air Quality are subject to large errors (diffusion tubes). Without the proposed equipment, the Council may need to declare an Air Quality Management Area (AQMA) based on potentially flawed data. An AQMA may have implications for traffic management, staff resources and blighting land.
<b>Details of External Consultation</b>	N/A
<b>Alternative Approaches Explored</b>	Joint purchases with other LA's are not possible due to the need to site the equipment for long periods of time to obtain sufficient data and monitoring by other Local Authorities will be occurring over similar time frames. Leasing is considered inappropriate due to the costs (approx. £12,000 p.a.) and, in light of the Government's programme on AQ extending to 2010, it is predicted that purchase of equipment will enable future monitoring to assist changes in AQ objectives to be assessed.

File Ref:	<b>D6. Personnel &amp; Payroll – software upgrade to</b>
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**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

	enable all managers to gain access to database
<b>Amount</b>	£3,000 recurring 2004/05                      £15,000 capital
<b>Description of Item</b>	Develop 'Kiosk' approach from the new HR System to allow Managers (Phase I) and ultimately all staff (Phase 2) to have access to relevant parts of the Personnel/Payroll Database. This will enable the manager to monitor/manage sickness, training records and turnover directly without going through Personnel. This will empower managers and reduce unnecessary intermediary support provided by Personnel.
<b>Statutory Powers</b>	S111 Local Government Act 1972
<b>Relationship to Corporate Priorities</b>	CP6 – Improve core services CC2 – Sustainability CC5 – Communication CC6 – Value for money
<b>Risk Assessment</b>	Failure to join up key core services i.e. IT/Personnel/Financial Services in terms of providing Management Information and Payroll Management
<b>Details of External Consultation</b>	Ongoing discussions between SELVEN (System Supplier), ICT Section and Personnel
<b>Alternative Approaches Explored</b>	Not with this system but alternative suppliers were interviewed as part of the HR System during 2002. Currently evaluating whether benefits can be achieved at a slightly lesser cost.

File Ref:	<b>D7. Car Parks</b> – replacement software, Salcombe boat park
<b>Amount</b>	£1,500 recurring 2004/05      £600 non-recurring 2004/05                      £8,000 capital
<b>Description of Item</b>	Existing software for the boat park at Salcombe does not interface with the Salcombe Harbour systems. The existing software is costly to maintain, lacks any detailed Management information and is time consuming to use. Therefore the bid is to replace the software. Additionally customers will see a more efficient service.
<b>Statutory Powers</b>	Road Traffic Regulations Act 1984 (Control of Off Street Parking Order 1978)
<b>Relationship to Corporate Priorities</b>	CP2, CP6
<b>Risk Assessment</b>	Should the existing system fail (it is a number of years old) then this could effect how we deliver the Service to our customers and the income derived from the activity.
<b>Details of External Consultation</b>	N/A
<b>Alternative Approaches Explored</b>	Manual systems that are very time consuming

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>D8. Drawing Office</b> – Ordnance Survey positional accuracy improvement programme
<b>Amount</b> £35,250 capital	
<b>Description of Item</b> Ordnance Survey Positional Accuracy (PAI). This is the moving of information that has mapped over Ordnance Survey mapping to fit new mapping supplied by OS that has been rectified to show features in their true 'real world position' on the National Grid. A large proportion of revised mapping has been received already, the rest is expected (in a couple of phases) by the end of 2005. All information held within the Councils GIS (Geographical Information System) will therefore need to be moved within this timescale.	
<b>Statutory Powers</b> S.111 Local Government Act 1972.	
<b>Relationship to Corporate Priorities</b> Most direct relationship with CP5 and CP6, however many services are routinely using GIS and mapping within their operations. PAI will be an issue for them. This project seeks to find a corporate solution and rectify the problem in a cost effective way and minimise the effects on the delivery of services.	
<b>Risk Assessment</b> It is seen that the success of this project is a requirement of many of the Council's aspirations towards E-Government. GIS is an integral part of much of the information infrastructure (incl. The Local Land and Property Gazetteer). Systems such as MVM 20/20 rely on there being accurate data in the GIS. These systems would cease to function over a period of time unless this essential work is carried out. The ability to carry out an automated Land Charge search is at risk if overlay data is not rectified to fit the revised mapping.	
<b>Details of External Consultation</b> N/A	
<b>Alternative Approaches Explored</b> Not undertaking this work is not seen as a viable option. There are two possible solutions. The work could be outsourced to a specialist contractor (this has been investigated but is seen as probably being too costly) or in-house solution utilising specialised software. Of the two the purchase of software coupled with some manual recapture of information is seen as being the most cost effective.	

File Ref:	<b>D9. HQ Office Management</b> – replacement franking machine
<b>Amount</b> £15,000 capital	
<b>Description of Item</b> The Post Room dispatches approximately 467,000 pieces of mail every year and all mail is franked and must be processed within the target time of 5.00pm every day	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Relationship to Corporate Priorities</b> Improved technology and financial reporting facilities on the latest model should speed up the franking and reporting process CP6	

**Risk Assessment**

The Ascom Hasler 337 is now 10 years old and can no longer be maintained due to lack of spares. This machine is used in conjunction with the main machine when the volume of post is very high to enable the target of 100% despatch of mail daily to be met. It is also used as a backup should the main machine breakdown and be unable to be repaired the same day. If this machine was unavailable it could have serious implications with regard to the delivery of Committee papers, planning issues, revenue and benefit matters and the general day to day contact with our customers.

**Details of External Consultation**

Discussions with Neopost – awaiting figures etc. Need to ensure that new machine can provide all the services required, particularly with regard to accounting systems.

**Alternative Approaches Explored**

None available

**REDUCTIONS**

File Ref:	<b>F1. Various administrative savings</b>
<b>Amount</b> £11,850 recurring saving	
<b>Description of Item</b> Economy and Europe: Reduce budget for Dartmouth Regatta by £3,000. There is a recurring budget of £16,000 per year. Cost efficiency savings have been achieved and the full budget is no longer required.  However, Members could also consider a real reduction to the Regatta budget given the relatively high cost in relation to the economic benefits achieved, in the light of other budget pressures.  Revenues and Benefits: Cease sending reply paid envelopes with Council Tax discount review forms - £6,000  Management Resources – reduce various supplies, services and training budgets – £2,850	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Impact on Corporate Priorities</b> None	
<b>Risk Assessment</b> No significant risks	
<b>Details of External Consultation</b> None	

File Ref:	<b>F2. HQ Buildings – reduce amount spent on office cleaning</b>
<b>Amount</b> £8,000 recurring saving	
<b>Description of Item</b> Reduction in the amount spent on cleaning the HQ offices from £43,000 to £35,000 per annum. The current contract with Superclean expires on 5 January 2004. The proposal is for the contract to be extended for one year and then on an annual basis subject to satisfactory performance. It has been agreed that this reduction can take place without any detriment to the cleanliness of the Council's offices. Please see separate report Executive 04/12/03.	
<b>Statutory Powers</b> Health and Safety at Work Act	
<b>Impact on Corporate Priorities</b> CP6 – Improve core service performance in cost effective way	
<b>Risk Assessment</b> None	
<b>Details of External Consultation</b> Robert Lang Consultants and Superclean (current company)	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>F3. Leisure &amp; Parks</b> – partnership arrangement with Dartmouth in Bloom
<b>Amount</b> £5,000 recurring saving	
<b>Description of Item</b> a) Cease watering of hanging baskets in Dartmouth on behalf of Dartmouth in Bloom. Or b) Fund alternative arrangement with Dartmouth in Bloom	
<b>Statutory Powers</b> Local Government (Miscellaneous Provisions) Act 1976	
<b>Impact on Corporate Priorities</b> CP2, CP3	
<b>Risk Assessment</b> Low risk if agreement with Dartmouth in Bloom can be secured. Could reduce the floral appearance of the town during the height of the holiday season if the work is not undertaken. The baskets do not belong to the Council and this is a preferred alternative to cuts in direct service. Possible PR consequences.	
<b>Details of External Consultation</b> The Dartmouth in Bloom Committee feel that a reduction staged over several years might be achievable. However due to the significance of next year they feel a full reduction would be detrimental to the in bloom effort and the town overall.	

File Ref:	<b>F4. Legal</b> – please see confidential Appendix H
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File Ref:	<b>F5. Property</b> – please see confidential Appendix H
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File Ref:	<b>F6. Leisure &amp; Parks</b> – reduce contribution to play area reserve/impact of open space review
<b>Amount</b> £16,900 recurring saving	
<b>Description of Item</b> Reduction in contribution to play area reserve. This will reduce the ability of the Council to replace play equipment at the end of its useful life. A policy is currently in the process of development with town and parish councils which may reduce the pressure on the Council's funds. Based on a continuation of the current policy a reduction of £16,900 per annum to the reserve over 5 years would deplete the reserve to zero. In the intervening time it would be anticipated that the new policy agreement with town and parish councils would have taken effect. The future commitment could then be established during the five year period once the level of town and parish contribution was known. Alternatively a larger reduction could be achieved to reduce the reserve over a 2 year period but with a higher risk of funding shortfall.	
<b>Statutory Powers</b> Local Government (Miscellaneous Provisions) Act 1976	
<b>Impact on Corporate Priorities</b> CP5 measure C. It is intended that by reducing the Council's commitment to this service that funds will be freed up to spend on higher priority services.	

**Risk Assessment**

The medium risk is the ability and timescale of the transfer of responsibility for replacement of play equipment to town and parish councils, required by a change in the Council's priorities.

**Details of External Consultation**

A consultation meeting with town and parish councils is being held in December 03. This will outline the need for the change and propose how this may be achieved and listen to issues raised by local councils.

File Ref:	<b>F7. Electoral Registration</b> – please see confidential appendix H
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File Ref:	<b>F8. Waste management</b> – review efficiency of sweeping arrangements.
<b>Amount</b>	£50,000 suggested target for recurring saving
<b>Description of Item</b>	The present expenditure on street sweeping is considerably higher (est 70% or £300,000) than that of comparable authorities. Public satisfaction is very high and the service achieves over 99% achievement against objective standards in comparison with Devon districts performance of 95%. There may be scope through a review of the logistics of delivery to achieve reductions in expenditure with minimal impact on quality of service. The figure of £50,000 is indicative only and estimates of cost and standard will enable Members to come to a final view.
<b>Statutory Powers</b>	Environmental Protection Act 1990
<b>Impact on Corporate Priorities</b>	CP4
<b>Risk Assessment</b>	Some risk of reducing cleaning standards Medium risk of negative response from community.
<b>Details of External Consultation</b>	Planned consultation via parish councils meeting and with specific councils where necessary.

File Ref:	<b>F9. Leisure &amp; Parks</b> – please see confidential Appendix H.
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**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>F10. Revenues &amp; Benefits</b> – stop the issue and use of Council Tax payment cards
<b>Amount</b> £7,500 from April 2004	
<b>Description of Item</b> To stop the issue and use of Council Tax payment cards which allow Council Tax payers to pay free of charge at Post Offices and Paypoint locations.	
<b>Statutory Powers</b> The Council Tax (Administration and Enforcement) Regulations 1992 SI 613 – payment of C Tax by monthly instalments.	
<b>Impact on Corporate Priorities</b> CP5 – A -may make access more difficult CP6 – G	
<b>Risk Assessment</b> This payment method is seen as a way of supporting rural Post Offices. However there are relatively few people paying this way (1,800) and many of these will have other and possibly more efficient means of paying Council Tax. May impact on percentage of Council Tax collected – either by delaying some payments but may also increase take up of direct debit.	
<b>Details of External Consultation</b> Via Business Forum	

File Ref:	<b>F11. Environmental Health</b> – cessation of blue flag and rural beach awards.
<b>Amount</b> £5,100 recurring saving (budget £3,000 for award applications, and £2,100 water sampling).	
<b>Description of Item</b> Cessation of Blue Flag and Rural Beach Awards, and associated bathing water sampling.	
<b>Statutory Powers</b> Environment Protection Act 1990	
<b>Impact on Corporate Priorities</b> CP4 in relation to Measure 'J', and CP2 M.	
<b>Risk Assessment</b> Failing to submit for Beach Awards will result in adverse publicity, and potentially damaging effects on tourism. Twelve beaches affected (European Blue Flags and Rural Beach Awards).	
<b>Details of External Consultation</b> None – but would need to be discussed with industry sector	
<b>Alternative Approaches Explored</b> Long-term possibilities of the awards being financed from the private sector are being explored	

File Ref:	<b>F12. Environmental Health</b> – cessation of placement of dog signs within the district
<b>Amount</b> £2,300 recurring saving	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

<b>Description of Item</b> Cessation of placement of Dog Signs within the District
<b>Statutory Powers</b> Environment Protection Act 1990
<b>Impact on Corporate Priorities</b> Clean Environment
<b>Risk Assessment</b> This budget has been reduced in previous years. Failure to have an adequate budget for placement of Dog Fouling Signs could lead to an increase in dog fouling and subsequent complaints. Provision of signs relating to fouling are discretionary, however there is a statutory requirement for signage associated with bylaws on leash orders and beach dog bans.
<b>Details of External Consultation</b> Via parish councils consultation

File Ref:	<b>F13. Development Control &amp; Conservation –</b> please see confidential Appendix H
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File Ref:	<b>F14. Environmental Health –</b> closure of sewage investigation budget
<b>Amount</b>	£2,200 recurring saving
<b>Description of Item</b>	Closure of sewage investigation budget
<b>Statutory Powers</b>	Various
<b>Impact on Corporate Priorities</b>	Broad links to CP4, but no specific targets.
<b>Risk Assessment</b>	Closure of this budget would mean that the Council would be unable to investigate and clear blocked sewers rapidly, resulting in overflowing sewers and a consequential health risk. Correctly respond to complaints by taking immediate action and then serve notices. Cannot recharge owner until notices served. Relying on action to occur after serving notices will result in a problem continuing over a longer period (e.g. minimum 48 hours to action).  However the budget is an ‘insurance measure’ and if not used is vired for other purposes. This proposal is to remove the dedicated budget and to incur expenditure if the need arises.
<b>Details of External Consultation</b>	None

File Ref:	<b>F15. Environmental Health –</b> please see confidential Appendix H
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File Ref:	<b>F16. Revenue &amp; Benefits –</b> please see confidential Appendix H
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## Appendix H

### Supporting Details of Bids, Reductions and Income Opportunities (File reference order)

File Ref:	<b>F17. Drawing Office</b> - please see confidential Appendix H
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File Ref:	<b>F18. Coast &amp; Countryside</b> – please see confidential Appendix H
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File Ref:	<b>F19. Information Technology</b> – please see confidential Appendix H
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File Ref:	<b>F20. Economy &amp; Europe</b> – please see confidential Appendix H
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File Ref:	<b>F21. Public Relations</b> – please see confidential Appendix H

File Ref:	<b>F22. Forward Planning</b> – please see confidential Appendix H
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File Ref:	<b>F23. Environmental Health</b> – curtailment of council's call 24 out of hours service
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<b>Amount</b> £4,100 recurring saving
<b>Description of Item</b> Curtailment of Councils' Call 24 out of hours service
<b>Statutory Powers</b> S.111 Local Government Act 1972
<b>Impact on Corporate Priorities</b> Access to Services
<b>Risk Assessment</b> Failure to operate a 24-hour response would result in a reduction of service accessibility and an ineffective response to emergency situations out of normal office hours
<b>Details of External Consultation</b> None

**INCOME OPPORTUNITIES**

File Ref:	<b>G1 – Local Land Charges</b> – SHDC element – Please see report to the Executive on 4.12.03 (available on the internet) – which offers a range of options for Members' consideration
<b>Amount</b> Officer recommendation no increase	

File Ref:	<b>G2 – Outdoor Recreation and Sports Development</b> – Please see report to the Business Board on 27.11.03 (available on the internet)
<b>Amount</b> £3,200 recurring	

File Ref:	<b>G3 – Licensing</b> - Please see report to the Executive on 4.12.03
<b>Amount</b> £12,000 recurring	

File Ref:	<b>G4 – Trade Waste Collection</b> - Please see report to the Business Board on 20.11.03 (available on the internet)
<b>Amount</b> £7,100 recurring	

File Ref:	<b>G5 – Trade Waste Collection</b> - Please see report to the Business Board on 20.11.03 (available on the internet)
<b>Amount</b> £12,400 recurring.	

File Ref:	<b>G6 - Car &amp; Boat Parking</b> – increase in standard charge (excluding VAT), please see proposals to be considered by the Business Board on 27.11.03
<b>Amount</b>	£21,000 recurring
<b>Description of Item</b>	Various opportunities to increase income as detailed below and including: <ul style="list-style-type: none"><li>- Changes to the status of individual car parks</li><li>- Introduce overnight charging at Victoria Street</li><li>- Increase permit charges</li><li>- Increase standard charge (payment within 30 days)</li><li>- Pro-rata hourly parking tariffs</li><li>- Increase boat charges</li><li>- Introduce boat park charges at Aveton Gifford</li></ul> All figures quoted on the attached appendix include VAT.
<b>Statutory Powers</b>	Off-street Parking Order 2004
<b>Impact on Corporate Priorities</b>	CP6 – Value for money; CP2 – Good jobs, creating conditions for growth and maintenance of quality economic activity
<b>Risk Assessment</b>	Medium risks – income potential may not be realised due to a drop in business base, resulting from factors outside the Council’s control. There is a high risk of adverse publicity resulting from increased charges.
<b>Details of External Consultation</b>	Statutory consultation on order.



**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

OFF STREET CAR PARKING ORDER CHANGES						
				Rate	Income	
				Logical fit	Logical fit	NOTES
<b>1. CHANGES TO CAR PARK STATUS</b>						
PAVILION	STANDARD 1	TO	STANDARD 2		£1,500	AND TO BE SHORT STAY 3 HOURS MAX STAY
LEECHWELL STREET	STANDARD 2	TO	PREMIUM 1		£1,500	
HEATHWAY 1	STANDARD 2	TO	PREMIUM 1		£3,000	
SHADYCOombe	PREMIUM 1	TO	PREMIUM 2		£8,000	SUMMER ONLY
SHADYCOombe (LOW SEASON)	STANDARD 2	TO	PREMIUM 1		£3,000	
NORTH SANDS	PREMIUM 1	TO	PREMIUM 2		£6,000	SUMMER ONLY
NORTH STREET	STANDARD 2	TO	PREMIUM 1		£4,000	
STEAMER QUAY	COASTAL PREMIUM 1	TO	PREMIUM 2			
MEMORIAL	COASTAL PREMIUM 1	TO	PREMIUM 2			
STRETE GATE	COASTAL PREMIUM 1	TO	PREMIUM 2			
FOUNDWELL STREET	STANDARD 2	TO	PREMIUM 1		£3,000	CHANGE FROM 3 HOUR TO 2 HOUR STAY
CATTLE MARKET	STANDARD 2	TO	PREMIUM 1		£500	NO CHANGE FOR LOW SEASON
MAYORS AVE (LOW SEASON)	STANDARD 2	TO	PREMIUM 1		£7,000	
<b>TOTAL</b>					<b>£37,500</b>	
<b>2. VICTORIA STREET OVERNIGHT CHARGING</b>						
VICTORIA STREET			£1.20 OVERNIGHT CHARGE			
SUNDAYS			FOC CHARGEABLE ALL YEAR ROUND		£15,000	
<b>3. INCREASE PERMIT CHARGES</b>						
WEEKLY PERMIT	£18.00	TO		£25.00	£12,000	Last increased 02/03
COMMUTER PERMIT	£75.00	TO		£100	£10,000	Last increased 02/03
RESIDENTS PERMIT						
1 YEAR	£200	TO		£250	£45,000	Last increased 02/03
6 MONTHS	£120	TO		£150		Last increased 02/03
1 MONTH	£45	TO		£50		Last increased 02/03
REMOVE LEISURE USERS FROM THE QUAY						
ANNUAL RESERVED	£670	TO		£700	£1,000	Last increased 02/03
REPLACEMENT PERMIT FEE	£3.50	TO		£5.00		
<b>TOTAL</b>					<b>£68,000</b>	
<b>4. INCREASE STANDARD CHARGE</b>						
STANDARD CHARGE	£60	TO		£65		
PAID WITHIN 7 DAYS	£30	TO		£40	£25,000	Last increased 00/01
CANCELLATION CHARGE	£5	TO		£5		

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

<b>5. PRO-RATA TARIFFS</b>						
PRO RATA TARIFFS						
STANDARD 1						
1/2 HOUR	£0.30	TO	£0.30			
1 HOUR	£0.40	TO	£0.40			
2 HOURS	£0.60	TO	£0.80			
3 HOURS	£0.80	TO	£1.20			
4 HOURS	£1.00	TO	£1.60			
ALL DAY	£2.00	TO	£2.80			
STANDARD 2						
1/2 HOUR	£0.30	TO	£0.30			
1 HOUR	£0.50	TO	£0.50			
2 HOURS	£0.90	TO	£1.00			
3 HOURS	£1.30	TO	£1.50			
4 HOURS	£1.70	TO	£2.00			
ALL DAY	£3.40	TO	£4.00			
PREMIUM 1						
1/2 HOUR	£0.40	TO	£0.40			
1 HOUR	£0.60	TO	£0.60			
2 HOURS	£1.10	TO	£1.20			
3 HOURS	£1.60	TO	£1.80			
4 HOURS	£2.20	TO	£2.40			
ALL DAY	£3.80	TO	£4.40			
PREMIUM 2						
1/2 HOUR	£0.40	TO	£0.40			
1 HOUR	£0.70	TO	£0.70			
2 HOURS	£1.30	TO	£1.40			
3 HOURS	£2.00	TO	£2.10			
4 HOURS	£3.50	TO	£3.50			
ALL DAY	£4.50	TO	£5.00			
COASTAL PREMIUM						
1 HOUR	£1.00		£1.00			
2 HOURS			£2.00			
3 HOURS	£3.00		£3.00			
ALL DAY	£4.50		£5.00	£75,000		
<b>TOTAL</b>				<b>£75,000</b>		

<b>6. INCREASE BOAT PARKING CHARGES</b>						
BOAT PARK						
ALL DAY	£6.00	TO	£6.00			
PART DAY	£3.00	TO	£3.00			
PER WEEK	£31.50	TO	£36.00	£2,000		
PER WEEK ADVANCED	£39.40	TO	£46.00	£3,000		
SEASON	£512.00	TO	£512.00			
TRAILER PARKING						
DAILY UP TO 4.5M	£3.20	TO	£4.00			
DAILY OVER 4.5M	£4.30	TO	£5.00			
WEEKLY UP TO 4.5M	£15.40	TO	£20.00			
WEEKLY OVER 4.5M	£21.55	TO	£25.00			
SUMMER SEASON PER MCF TRAILER	£7.50	TO	£10.00			
SUMMER SEASON ALL CRADLES	£53.30	TO	£60.00	£1,500		
WINTER STORAGE OF BOATS						
ZONE 1 PERM	£28.70	TO	£35.00			
ZONE 2 PERM	£40.00	TO	£50.00			
TEMPORARY STORAGE DURING WINTER	£1.55	TO	£2.00	£5,000		
DINGHY RACKS PER ANNUM						
	£60.00	TO	£85.00	£700		
<b>TOTAL</b>				<b>£12,200</b>		
<b>7. INTRODUCE BOAT CHARGES AT AVETON GIFFORD</b>						
AVETON GIFFORD RESERVED BOAT PARKING						
PER YEAR			£100.00	£1,200		INTRODUCE A CHARGE FOR BOAT PARKING

File Ref:	<b>G7 – Car &amp; Boat Parking – increase boat charges (excluding VAT), please see proposals to be considered by the Business Board on 27.11.03</b>
<b>Amount</b>	<b>£10,400 recurring</b>

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>G8 – Dartmouth Ferry</b> - Please see report to the Business Board on 20.11.03 (available on the internet)
<b>Amount</b> £40,000 recurring	

File Ref:	<b>G9 – Building Regulations</b>
<b>Amount</b> Ring fenced trading account – Must be self-financing over a 3 year period. Surplus will be achieved but no further income opportunity.	

File Ref:	<b>G10 – Pannier Markets</b> - Please see report to the Business Board on 27.11.03 (available on the internet)
<b>Amount</b> £7,800 recurring	

File Ref:	<b>G11 – Homelessness (inflationary increase – Avondale / PSL's)</b> – Formal proposals to be considered by the Executive on 8.1.04
<b>Amount</b> £8,000 recurring	

File Ref:	<b>G12. Homelessness</b> – charge for removal and storage of furniture and belongings
<b>Amount</b> £TBA (up to £5,000 could be generated)	
<b>Description of Item</b> The Council has a duty to ensure that homeless households personal belongings are safeguarded as a result of their homelessness, this often results in furniture and belongings being placed in storage and removal costs being met. Currently the Council meets the full cost of this service which is welcomed by the customers who use the service – many of whom are under enormous stress and are vulnerable. In the Code of Guidance accompanying the 2002 Homelessness Act the ODPM suggest that if Authorities so choose they may levy a charge for the removal and storage costs.	
<b>Statutory Powers</b> Housing Act 1996 and Homeless Act 2002	
<b>Impact on Corporate Priorities</b> This would meet the Council's core priority CP1 – secure a supply of housing for local people at affordable levels and target CP1B Use of B&B accommodation by homeless families with children.	

<b>Risk Assessment</b>	
The Council would still meet the costs of the removals and storage and will recharge homeless households. It is suggested that those households placed in B&B could be charged a flat rate of £100 for the removals and storage costs associated with their time spent in B&B. There will be increased risks of non-payment and associated costs in trying to ensure that payments are made.	
<b>Details of External Consultation</b>	
None	

File Ref:	<b>G13. Site Management, Committee and Member Services, Print Room – income target</b>
<b>Amount</b> £10,000 recurring	
<b>Description of Item</b> Despite great efforts to identify further savings in the above cost centres, it is felt that the only way that such savings can be made is in staffing costs which would in all cases have a detrimental impact on the services provided as certain things (officer working groups and advice for meetings would have to be reduced; post would have to be delivered later in the day; caretaking ability would be reduced; deadlines for printed material would not be met (some of which are statutory)). It must be remembered that a large number of savings have been made over the past 5-6 years in these areas. However as a result of the introduction of new machinery which has significantly reduced staff time the print room has capacity to take on further work from organisations with which the council is permitted to trade.	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Impact on Corporate Priorities</b> None	
<b>Risk Assessment</b> None	
<b>Details of External Consultation</b> None	

File Ref:	<b>G14 – Car Parking – pro-rata hourly parking tariffs (excluding VAT), please see proposals to be considered by the Business Board on 27.11.03</b>
<b>Amount</b> £64,000 recurring	

File Ref:	<b>G15 – Car Parking – increase permit charges (excluding VAT), please see proposals to be considered by the Business Board on 27.11.03</b>
<b>Amount</b> £58,000 recurring	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

File Ref:	<b>G16. Personnel and Payroll</b> – Review income opportunities to external organisations
<b>Amount</b> £2,500 recurring	
<b>Description of Item</b> Section unable to make further reductions following savings made for 2003/04 and already committed for 2004/05. Recruitment and selection is our last process area and it is felt that this function is too critical to the 'culture' of the organisation to outsource/partner. We are pursuing Income targets for Payroll and Training; to be achieved by selling services externally. Anticipated income of £2,500 for 2004/05.	
<b>Statutory Powers</b> S111 Local Government Act 1972	
<b>Impact on Corporate Priorities</b> CP6 Selling anticipated capacity	
<b>Risk Assessment</b> Income will depend upon Market Forces; figure for 2004/05 is a base figure	
<b>Details of External Consultation</b> Discussions have been held with external organisations to test the possibility of selling our services – positive response received.	

File Ref:	<b>G17 – Car parking</b> – changes to car park status (excluding VAT), please see the proposals to be considered by the Business Board on 27.11.03
<b>Amount</b> £32,000 recurring	

File Ref:	<b>G18 – Car parking</b> – introduce boat charges at Aveton Gifford (excluding VAT), please see the proposals to be considered by the Business Board on 27.11.03
<b>Amount</b> £1,000 recurring	

File Ref:	<b>G19. Waste Management</b> – Charge for the collection of domestic clinical waste
<b>Amount</b> £8,000 recurring	
<b>Description of Item</b> Charge for the collection of domestic clinical waste.	
<b>Statutory Powers</b> Environment Protection Act 1990	
<b>Impact on Corporate Priorities</b> This policy could act against the Council's policies by charging vulnerable people although all people in receipt of this free service are not necessarily unable to pay.	

**Supporting Details of Bids, Reductions and Income Opportunities (File reference order)**

<b>Risk Assessment</b> 1) PR consequences 2) Consideration of low income customers will have to be made
<b>Details of External Consultation</b> None

File Ref:	<b>G20. Car Parking –</b> Review leisure pass
<b>Amount</b> £14,000 recurring	
<b>Description of Item</b> Withdraw leisure pass and combine a leisure/commuter pass @£100 per annum. The main issue is that the existing charge of £40 per annum is a subsidised charge	
<b>Statutory Powers</b> Off Street Parking Amendment Order	
<b>Impact on Corporate Priorities</b> None	
<b>Risk Assessment</b> We have made an assumption that there will only be a 50% take up, this could fluctuate up or down	
<b>Details of External Consultation</b> None	

File Ref:	<b>G21 – Car Parking –</b> introduce overnight charging in Victoria Street
<b>Amount</b> £12,800 recurring	

File Ref:	<b>G22 – Leisure Centre Review of Charges -</b> Please see report
<b>Amount</b> £ Ring fenced	