



Town Hall, Castle Circus,
Torquay, Devon TQ1 3DR
Main Switchboard (01803) 201201
Fax (01803) 207006 DX 59006

Tuesday, 5 September 2017

Meeting of the Council

Dear Member

I am pleased to invite you to attend a meeting of Torbay Council which will be held in **Rosetor Room, Riviera International Conference Centre, Chestnut Avenue, Torquay, TQ2 5LZ** on **Wednesday, 13 September 2017** commencing at **5.30 pm**

The items to be discussed at this meeting are attached.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Steve Parrock'.

Steve Parrock
Chief Executive

(All members are summoned to attend the meeting of the Council in accordance with the requirements of the Local Government Act 1972 and Standing Orders A5.)

A prosperous and healthy Torbay

For information relating to this meeting or to request a copy in another format or language please contact:

June Gurry, Town Hall, Castle Circus, Torquay, TQ1 3DR
01803 207012

Email: governance.support@torbay.gov.uk
www.torbay.gov.uk

Meeting of the Council Agenda

1. **Opening of meeting**

2. **Apologies for absence**

3. **Minutes**

To confirm as a correct record the minutes of the meeting of the Council held on 20 July 2017 and 8 August 2017.

(Pages 5 - 36)

4. **Declarations of interests**

- (a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

- (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

5. **Communications**

To receive any communications or announcements from the Chairman, the Mayor, the Overview and Scrutiny Co-ordinator or the Chief Executive.

6. **Members' questions**

To respond to the submitted questions asked under Standing Order A13.

(Pages 37 - 38)

7. **Notice of motions**

To consider the attached motions, notice of which has been given in accordance with Standing Order A14 by the members indicated:

- (a) Notice of Motion - A Fair Deal for Public Sector Workers (Mayoral Decision) (Page 39)
- (b) Notice of Motion - Freedom of the Borough for RAF Brize Norton (Council Decision) (Page 40)
8. **Housing Strategy and Housing Company (Affordable Housing, Empty Homes Scheme and Private Sector Renewal)** (Pages 41 - 44)
To consider a report that provides outline proposals as to how the affordable housing capital budget monies may be utilised.
9. **Integrated Transport Block Capital Scheme - Scheme Business Cases** (Pages 45 - 143)
To consider a report that sets out the current position of the committed projects and seeks approval for additional investment in schemes.
10. **Princess Pier Superstructure** (Pages 144 - 167)
To consider a report that reconfirms the inclusion of this scheme in the Council's Capital Plan.
11. **Update to the Capital Plan 2017/2018** (Pages 168 - 183)
To consider a report that seeks approval for a number of schemes to be included in the Council's Capital Plan.
12. **Revenue Budget Monitoring 2017/2018 - Quarter 1** (Pages 184 - 190)
To consider a report that provides a high level budget summary of the Council's revenue income and expenditure for the financial year 2017/18 and any recommendations from the Overview and Scrutiny Board.
13. **Local Government Association (LGA) Corporate Peer Challenge of Torbay Council - Action Plan** (Pages 191 - 210)
To consider a report that provides an update on the LGA action plan.
14. **Standing Order D11 (in relation to Overview and Scrutiny) - Call-in and Urgency** (Pages 211 - 212)
To note the schedule of Executive decisions to which the call-in procedure does not apply as set out in the attached report.
15. **Exclusion of the Press and Public**
To consider passing a resolution to exclude the press and public from the meeting prior to consideration of the following item on the agenda on the grounds that exempt information (as defined in Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) is likely to be disclosed.
16. **Investment Committee Recommendation - Investment Opportunity**
To consider any recommendations from the Investment Committee on investment opportunities.

Note

An audio recording of this meeting will normally be available at www.torbay.gov.uk within 48 hours.



Minutes of the Council **(Council decisions shown in bold text)**

20 July 2017

-: Present :-

Chairwoman of the Council (Councillor Brooks) (In the Chair)
Vice-Chairman of the Council (Councillor Doggett)

The Mayor of Torbay (Mayor Oliver)

Councillors Amil, Barnby, Bent, Bye, Carter, Darling (M), Darling (S), Ellery, Excell, Haddock, Hill, King, Kingscote, Lewis (B), Lewis (C), Manning, Mills, Morey, O'Dwyer, Parrott, Pentney, Robson, Sanders, Stockman, Stocks, Stringer, Sykes, Thomas (D), Thomas (J), Tolchard, Tyerman and Winfield

51 Opening of meeting

The meeting was opened with a short period of reflection.

52 Apologies for absence

Apologies for absence were received from Councillors Kingscote, Lewis (B) and Lewis (C) for the first part of the meeting; and Councillors Morris, Stringer and Stublely for the whole meeting. Councillor Bye arrived during the first part of the meeting.

53 Minutes

The Minutes of the extraordinary meetings of the Council held on 13 and 22 June 2017 were confirmed as correct records and signed by the Chairwoman.

54 Declarations of interests

Councillor Thomas (D) declared a pecuniary interest in respect of Minute 63.

55 Communications

The Chairwoman referred to the ceremony for the return of the Honorary Freedom of the Borough by HMS Torbay which was held on 19 July 2017. The Honorary Freedom of Torbay gave the crew of HMS Torbay the right and honour to march through the Borough bearing arms. The title was returned as the submarine had been decommissioned.

The Mayor congratulated Mike Newman, one of the co-founders of the Speed of Sight charity, for attempting to break the world record for the blind water speed record in Torbay, along with co-driver Drew Langdon, in the powerboat 'Silverline'. The Mayor outlined previous Guinness World Records for blind speed records set by Mr Newman who had been blind since birth.

56 Members' questions

Members received a paper detailing questions, as set out at Appendix 1 to these minutes, notice of which had been given in accordance with Standing Order A13. The paper also contained the answers to the questions which had been prepared by Councillors Excell, King, Mills and Parrott.

Supplementary questions were put and answered by Councillors Excell, King and Mills, arising from their responses to the questions in respect of questions 1, 2, 3, 5, 7 and 9.

57 Adult Social Care - Local Account and Multi-Agency Safeguarding

Members considered the submitted report which set out the achievements for local people in relation to adult social care and outlined the level of performance for the last financial year, together with commitment to service delivery. The report also detailed the multi-agency approach to adult safeguarding.

Councillor Parrott proposed and Councillor Mills seconded a motion, which was agreed (unanimously) by the Council as set out below:

that the Local Account set out in Appendix 1 to the submitted report be approved and that the multi agency safeguarding annual report set out in Appendix 2 to the submitted report be approved.

58 Review of Torbay Council Investment Fund Strategy

The Council considered a further review of the Investment Fund Strategy (as set out in the submitted report) in light of lessons learned from previous investments. The report also set out the recommendations of the Mayor and the Investment Committee on the level of the Investment Fund.

The Chairwoman reported that the Mayor had published a revised Record of Decision on 20 July 2017 which supported the Investment Committee's recommendations.

Mayor Oliver proposed and Councillor Mills seconded a motion as set out below:

that the Council be recommended to approve the revised Investment Fund Strategy, including the additional £50m for the Investment Fund (making a total of £100m) to be funded from prudential borrowing (when required), set out in Appendix 1 to the submitted report.

During the debate Councillor Tyerman proposed and Councillor Robson seconded an objection to the motion as follows:

that the Council formally objects to the adoption of the revised Investment Fund Strategy on the basis that:

1. The amount of money within the Investment Fund should be substantially increased beyond that recommended by the Mayor and the Investment Committee to enable the Council to realistically meet its goal of increasing revenue in support of the Council's budget; and
2. The level of authority delegated to the Investment Committee be substantially increased to support the ability to properly investigate opportunities and make timely decisions to be able to respond to the market. This will also provide a more efficient governance mechanism for effective decision-making.

In accordance with the Constitution at F4.9, the Council therefore requires the Mayor to consider this objection by 28 July 2017 and either:

- a) submit a revision of the Investment Fund Strategy with the reasons for any amendments to the Council for its consideration; or
- b) inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

The objection was put to the vote and declared carried. The Mayor would consider the objection and publish his response by 28 July 2017 for consideration at the Council meeting on 13 September 2017.

(Note 1: Councillor Bye joined the meeting during consideration of this item.)

(Note 2: In accordance with Standing Order A19.6, Councillor Haddock requested his abstention from voting on the objection to be recorded.)

59 Annual Strategic Agreement between Torbay Council, South Devon and Torbay Clinical Commissioning Group and Torbay and South Devon NHS Foundation Trust and Better Care Fund

The Council received the submitted report on the Annual Strategic Agreement (ASA) 2017/2018 which set out the way in which Torbay Council and South Devon and Torbay Clinical Commissioning Group (CCG) commissioned services from the Torbay and South Devon NHS Foundation Trust (the Trust) for those requiring adult and social care support. The report had been updated from that presented to Council on 23 February 2017 and also included performance commitments and the approach to the (Improved) Better Care Fund.

Members also received details of the revised Risk Share Agreement following notice of withdrawal from the Risk Share Agreement by Torbay and South Devon NHS Foundation Trust in December 2016 (as set out in the submitted report).

A revised officer recommendation was circulated prior to the meeting.

Councillor Parrott proposed and Councillor Stocks seconded a motion, which was agreed by the Council as set out below:

that, subject to all parties namely Torbay Council, Torbay and South Devon NHS Foundation Trust and South Devon & Torbay Clinical Commissioning Group agreeing the Risk Share Agreement as set out in Appendix 2 to the submitted report, or in the alternative the control mechanisms as set out being implemented;

- (a) that the Director of Adult Social Care be given delegated authority to enter into a revised risk share agreement with Torbay and South Devon NHS Foundation Trust and South Devon and Torbay Clinical Commissioning Group, on the basis of Appendix 2, with any minor variations being agreed in consultation with the Mayor, Executive Lead for Adults and Children, and Group Leaders; and**
- (b) that the Annual Strategic Agreement between Torbay Council, South Devon and Torbay Clinical Commissioning Group and Torbay and South Devon NHS Foundation Trust set out at Appendix 1 to the submitted report be approved, including the approach to funding the same as set out in Appendix 2.**

60 Transformation Project - Modernisation of the CCTV System

Following the decision of the Council on 25 February 2016 for prudential borrowing to be used to upgrade and update the Council's CCTV equipment, members received the submitted report setting out options to modernise the CCTV system.

The report of the Overview and Scrutiny Board supporting the officer recommendations was circulated prior to the meeting.

Councillor Excell proposed and Councillor Ellery seconded a motion, which was agreed (unanimously) by the Council as set out below:

- (i) that the decision of the Council in February 2016 that prudential borrowing of £0.350 million to upgrade and update the Council's CCTV equipment be approved, with the cost of borrowing to be included in future year revenue budgets offset by any future external contributions and any resulting revenue savings, be reconfirmed;**
- (ii) that the installation of a wireless-based CCTV system for Torbay, in one phase, along with a modern control system and**

replacement of the PTZ cameras (i.e. Option 4 set out in Appendix 1 to the submitted report) be approved; and

- (iii) that it be accepted that the ongoing revenue costs of providing the new CCTV system will be up to £200,000 per annum for ten years, though this figure is likely to decrease over time with further income being achieved.

61 Adjournment

At this juncture the meeting was adjourned until 5.30 pm on Thursday 20 July 2017.

62 Vote of No Confidence in the Mayor

Members considered a motion in relation to a vote of no confidence in the Mayor, notice of which was given in accordance with Standing Order A14. In accordance with Standing Order A14.3(b), the motion was dealt with by this meeting.

Councillor Thomas (D) proposed and Councillor Tyerman seconded a motion, which was agreed by the Council (by recorded vote) as set out below:

that this Council has no confidence in the elected Mayor, Gordon Oliver. Such lack of confidence has arisen for numerous reasons including inter alia:

1. **The Local Government Association in their Corporate Peer Review advised of their governance concerns in respect of the following:**
 - i. **There are tensions at a senior level politically that has real implications for the leadership of the Council;**
 - ii. **There was a lack of a consistent political purpose; and**
 - iii. **That unless concerns were addressed the Council would continue to be held back and have real implications.**

It is the Council's view that the Mayor has failed to respond appropriately to the governance concerns as raised by the Local Government Association and consider this to be a dereliction of the Mayor's duties in serving the interests of the people of Torbay;

2. **On 3 July 2017 the Monitoring Officer issued a Monitoring Officer Report pursuant to s.5 Local Government and Housing Act 1989. The report sets out that the Mayor has sought to make a decision that is unlawful, as it is ultra vires, despite clear advice in this respect having been provided to him. It is the Council's view that such behavior by the Mayor demonstrates a complete disregard as to the limitations placed upon him by Council, a belief that as Mayor that he can do as he wishes. As such this is considered to**

be a dereliction of the Mayor's duties in serving the interests of the people of Torbay;

3. The Local Government Association in their Corporate Peer Review advised of their concerns in respect of the Council's financial position as follows:
 - i. That more must be done in order to bring forward budget proposals and/or accelerate them and de-risk them to ensure delivery;
 - ii. That the predicted budget gap was highly concerning and that the efficiency plan and financial resilience of the Council needed to be urgently reviewed; and
 - iii. That the financial demands were such that they advised that there should be a separate Executive Lead for Finance.

It is the Council's view that the Mayor has failed to respond appropriately to the financial concerns as raised by the Local Government Association and consider this to be a dereliction of the Mayor's duties in serving the interests of the people of Torbay;

4. Over the last two years the Mayor has consistently failed to obtain the support of Council for a large number of Policy Framework proposals, which have in most instances been substantially altered by Council resolution. His most recent revenue and capital budgets have been significantly amended by Council, and he has failed to receive support from Council for numerous proposals brought by him and his Executive. This demonstrates that the Mayor has lost touch with the will of Council, and is therefore considered a dereliction of the Mayor's duties in serving the interests of the people of Torbay;
5. That at the closure of the meeting of the Policy Development and Decision Group (Joint Operation Team) on 18 May 2017 the Mayor, together with other members of the Executive, left the room prior to the commencement of the Policy Development and Decision Group (Joint Commissioning Team) scheduled to commence at the rising of the previous meeting. As a consequence the meeting was not quorate resulting in the deferment of agenda items, which included important issues related to children with learning difficulties (Autism Framework) and access for children with disabilities (Accessibility Strategy), which are clearly important for the residents of Torbay. This is considered a dereliction of the Mayor's duties in serving the interest of the people of Torbay, and the failure to cancel the meetings in the knowledge that he would not be attending demonstrates a lack of common courtesy to members and officers of the Council and the residents of Torbay;

6. That the Mayor did not attend the Policy Development and Decision Group (Joint Operations Team) or the Policy Development and Decision Group (Joint Commissioning Team) scheduled for 19 June 2017. These meetings were due to consider matters important to the residents of Torbay, including the previous items held over from the May meeting where no decisions had been taken in respect of the Joint Commissioning Team meeting. Again the meetings were not quorate and items on the agenda were not able to be considered. Apologies had been received from the Mayor who was attending a civic occasion at which the Council could have been adequately represented by the Chairwoman. For the Mayor to prioritise such a civic occasion above decision making is considered to be a further dereliction of the Mayor's duties in serving the interest of the people of Torbay, and the failure to cancel the meetings in the knowledge that he would not be attending demonstrates a lack of common courtesy to members and officers of the Council and the residents of Torbay;
7. That at the Council meeting held on 22 June 2017 the Mayor tabled, only minutes before the meeting started, an Executive motion to the effect that the Council declare that the Palace Theatre in Paignton be declared surplus to requirements and should be sold. It is noted that as part of the 2017/18 budget approval the future of the Palace Theatre was considered and subsequently determined that the Council would seek an external partner to secure its future as a community theatre. The tender process produced one compliant bid and the officer recommendation, which was supported by the Executive Lead for Tourism, Culture and Harbours, was that negotiations continue with the preferred bidder to effect the transfer of the Palace Theatre under a ten year lease to a new Community Interest Company. It is noted that no consultation had taken place with the community on the Mayor's proposal, which would be a matter of significant public interest and that no notice had been given to the public that such an idea was being contemplated. It is believed that during the course of debate it was apparent that the Mayor had limited understanding of the officer and Executive Lead's recommended proposal. It is considered that the Mayor's motion was ill conceived and lacking an understanding of the views of members as evidenced by only the Mayor and Deputy Mayor supporting his proposal. As such this is considered a further dereliction of the Mayor's duties in that the Mayor showed a total disregard for officers, members and the residents of Torbay in both the content and manner of introduction of his proposals and failed to act in a manner consistent with serving the best interests of the residents of Torbay; and
8. That at the Council meeting held on 2 February 2017 the Mayor, having declared an interest and absented himself from one

agenda item, did not return to the meeting when it considered subsequent agenda items. Further that the Mayor has only attended one of the last three Council meetings, failing to attend on 10 May 2017 and 13 June 2017. It is further noted that the Mayor has only attended two of the last five scheduled monthly Meetings of the Mayor and Group Leaders, and has failed to engage in all but one of the recently re-established Strategic Partnership meetings. All of these are considered a pattern of dereliction of the Mayor's duties in serving the interests of the people of Torbay.

The Council has no confidence in the Mayor and the level of commitment shown by him in carrying out the duties required of him as elected Mayor of Torbay. The Council calls on the Mayor to resign as elected Mayor of Torbay by 10am on Monday 24 July 2017.

That if the Mayor does tender his resignation, the Chief Executive be instructed to seek permission from DCLG to introduce with immediate effect the leader and cabinet governance model chosen by the population of Torbay in a referendum held on 5 May 2016.

That if the Mayor does not tender his resignation, the Chief Executive be instructed to make representations to DCLG and the LGA requesting that they explore:

1. how the Mayoral term can be reduced in order to move at the earliest opportunity to the leader and cabinet governance model chosen by the population of Torbay in the referendum held on 5 May 2016; and/or
2. how the Mayoral influence/decision making can be minimised during the remainder of his period in office.

A recorded vote was taken on the motion. The voting was taken by roll call as follows: For: Councillors Barnby, Darling (M), Ellery, Hill, Kingscote, Lewis (B), Lewis (C), Manning, Morey, O'Dwyer, Pentney, Robson, Stockman, Sykes, Thomas (D), Thomas (J), Tolchard, Tyerman and Winfield (19); Against: Mayor Oliver, Councillors Amil, Bye, Haddock, King, Mills and Parrott (7); Abstain: Councillors Bent, Brooks, Carter, Darling (S), Doggett, Excell, Sanders and Stocks (8); Absent: Councillors Morris, Stringer and Stubbley (3). Therefore, the motion was declared carried.

63 Torbay Air Show

Members received details of the outcome of the Torbay Air Show 2017 and a revised financial proposal to support the Air Show in future years for the benefit of Torbay's economy (as set out in the submitted report).

The recommendations of the Overview and Scrutiny Board and a revised officer recommendation were circulated prior to the meeting.

Mayor Oliver proposed and Councillor Amil seconded a motion as set out below:

- (i) that the Council amends its existing commitment and makes a new five year funding commitment to develop the Torbay Airshow with a maximum commitment of up to £100,000 for year 1 (2018); year 2 reducing to £90,000; in year 3 £81,000; in year 4 £73,000; and in year 5 £66,000. These figures represent a 10% reduction year on year in the Council's investment in the Airshow. Whilst this commitment provides financial stability, in order to achieve best value for the Council it will deem this to be financially successful if the reduction in funding can be increased further to 20% per year and that actual performance is to be measured against both these targets; and
- (ii) that the Torbay Airshow Working Party be instructed to consider how the Airshow can provide an opportunity to create greater benefits which support the Council's broader corporate objectives (including providing opportunities for the Council's Looked After Children) and its terms of reference be updated accordingly.

During the debate Councillor Pentney proposed and Councillor Carter seconded an amendment to the motion as follows:

- (i) that the Council notes that targets had been determined by the Council at its meeting on 21 July 2016 as follows: 2016 actual £250,000 loss; 2017 £100,000 loss; 2018 £70,000 loss; 2019 £41,000 loss; and 2020 £9,000 profit. Therefore, the Council reaffirms its original decision as follows:

that the Council makes a three year funding commitment to develop the Torbay Air Show in accordance with the proposal in Appendix 3 of the submitted report to be funded as part of the 2017/18 budget development with future years built into the Medium Term Resource Plan.

Arising from the debate on the amendment and in accordance with Standing Order A16.8(b), Councillor Pentney agreed with Councillor Carter to make changes to the amendment as follows:

- (i) that the Council notes that targets had been determined by the Council at its meeting on 21 July 2016 as follows: 2016 actual £250,000 loss; 2017 £100,000 loss; 2018 £70,000 loss; 2019 £41,000 loss; and 2020 £9,000 profit.

that the Council makes a five year commitment of officer time to develop the Torbay Air Show in accordance with the proposal determined by the Council on 21 July 2016.

The amendment was put to the vote and declared lost.

Mayor Oliver's and Councillor Amil's original motion was then considered by the Council which was agreed, as set out below:

- (i) **that the Council amends its existing commitment and makes a new five year funding commitment to develop the Torbay Airshow with a maximum commitment of up to £100,000 for year 1 (2018); year 2 reducing to £90,000; in year 3, £81,000; in year 4 £73,000; and in year 5 £66,000. These figures represent a 10% reduction year on year in the Council's investment in the Airshow. Whilst this commitment provides financial stability, in order to achieve best value for the Council it will deem this to be financially successful if the reduction in funding can be increased further to 20% per year and that actual performance is to be measured against both these targets; and**
- (ii) **that the Torbay Airshow Working Party be instructed to consider how the Airshow can provide an opportunity to create greater benefits which support the Council's broader corporate objectives (including providing opportunities for the Council's Looked After Children) and its terms of reference be updated accordingly.**

(Note: Prior to consideration of Minute 63, Councillor Thomas (D) declared his pecuniary interest and withdrew from the meeting.)

64 Review of Electoral Arrangements - Submission by Torbay Council on Warding Patterns

Further to Council Minute 161/2/17, members considered the submitted report on the Council's consultation response to the Local Government Boundary Commission for England's (LGBCE) formal review of the proposed warding patterns for Torbay from 2019. It was noted the consultation was based on an indicative number of Councillors for Torbay of 36 and where possible ensuring there was an equal number of electors per Councillor across Torbay.

Mayor Oliver proposed and Councillor Mills seconded a motion as set out below:

- (i) that the Proposed Changes to Warding Patterns – Submission by Torbay Council set out in Appendices 1 and 5 to the submitted report be approved for submission to the Local Government Boundary Commission for England;
- (ii) that the Assistant Director Corporate and Business Services be requested to redraw the 15 Ward maps using GIS to show the changes to the warding patterns reflected in Appendices 1 and 5 to the submitted report; and
- (iii) that the Assistant Director Corporate and Business Services be authorised to make any technical amendments to address any anomalies identified when redrawing the Ward maps.

During the debate Councillor Morey proposed and Councillor Kingscote seconded an amendment to the motion as follows:

that the submitted report on the Review of Electoral Arrangements – Submission by Torbay Council on Warding Patterns be deferred to an extraordinary meeting of the Council, to be arranged in August 2017 and prior to the LGBCE deadline of 14 August 2017, to allow time for further consideration and co-operation between members in an attempt to achieve a proposal that is widely supported.

A recorded vote was taken on the amendment. The voting was taken by roll call as follows: For: Councillors Bent, Carter, Darling (M), Darling (S), Doggett, Ellery, Excell, Hill, Kingscote, Morey, O'Dwyer, Parrott, Pentney, Sanders, Stockman, Stocks, Sykes and Tolchard (18); Against: Councillors Amil, Barnby, Bye, Haddock, King, Lewis (B), Lewis (C), Manning, Mills, Robson, Thomas (D), Tyerman and Winfield (13); Abstain: Mayor Oliver, Councillors Brooks and Thomas (J) (3); Absent: Councillors Morris, Stringer and Stubbley (3). Therefore, the amendment was declared carried.

The amended (substantive) motion was then considered by members, which was agreed by the Council as follows:

that the submitted report on the Review of Electoral Arrangements – Submission by Torbay Council on Warding Patterns be deferred to an extraordinary meeting of the Council, to be arranged in August 2017 and prior to the LGBCE deadline of 14 August 2017, to allow time for further consideration and co-operation between members in an attempt to achieve a proposal that is widely supported.

65 Children's Services Alternative Delivery Model

The Council considered the Chief Executive's report, as Head of Paid Service, on a proposal to develop an alternative delivery model for Torbay Children's Services. The submitted report set out the details of proposals to develop alternative delivery models that commenced in January 2016 and prior to the Ofsted inspection which judged services to be inadequate. It was noted that, as a result of the judgement, a Statutory Direction issued by the Department for Education (DfE) in May 2016 appointed a Commissioner to challenge and support the work of the Council to address the failures identified by Ofsted. The Commissioner was also tasked to explore the extent to which sustained improvement may be secured through different models of governance and service delivery. The submitted report set out the recommendations of the Commissioner to the DfE for Torbay's Children's Services to partner with Plymouth City Council and details of other partnering arrangements explored.

Councillor Parrott proposed and Councillor Barnby seconded a motion as set out below:

that Council gives delegated authority to the Chief Executive and Director of Children's Services, in consultation with the Executive Lead for Adults and Children's Services, to develop a detailed partnership agreement for the future delivery of Children's Services in accordance with the Statutory Direction. The Statutory Direction requires the Council to comply with the Commissioner, and his current recommendation for a future partner for Children's Services is Plymouth City Council. On the basis that final proposals are presented to Council for approval in September 2017.

During the debate Councillor Thomas (D) and Councillor Thomas (J) seconded an amendment to the motion as follows:

that Council gives delegated authority to the Chief Executive and Director of Children's Services, in consultation with the Executive Lead for Adults and Children's Services, to develop a detailed partnership agreement for the future delivery of Children's Services in accordance with the Statutory Direction. The Statutory Direction requires the Council to comply with the Commissioner, and his current recommendation for a future partner for Children's Services is Plymouth City Council. ~~On the basis that final proposals are presented to Council for approval in September 2017.~~

At this juncture, the Monitoring Officer advised that a letter had been received from John Coughlan, the Commissioner on behalf of the Department for Education, on 20 July 2017, which was then circulated at the meeting (attached to these minutes). The Chairwoman allowed a short adjournment to allow members to read the letter. The meeting then reconvened.

During the debate, Councillor Parrott and Councillor Barnby accepted the amendment, which was then incorporated in the original motion.

During the debate Mayor Oliver proposed and Councillor Haddock seconded an amendment to the updated motion as follows:

that the Chief Executive and the Director of Children's Services, in consultation with the Executive Lead for Adults and Children's Services, undertake a review of wider services in Torbay to identify a long-term improvement partner for vulnerable children and young people in Torbay, which includes exploring options with Plymouth City Council and Devon County Council.

Councillor Darling proposed and Councillor Carter moved a procedural motion to move to the vote which was carried.

The amendment was put to the vote and declared lost.

Councillor Parrott's and Councillor Barnby's updated motion was then put to the vote and was agreed by the Council as set out below:

that Council gives delegated authority to the Chief Executive and Director of Children's Services, in consultation with the Executive Lead

for Adults and Children's Services, to develop a detailed partnership agreement for the future delivery of Children's Services in accordance with the Statutory Direction. The Statutory Direction requires the Council to comply with the Commissioner, and his current recommendation for a future partner for Children's Services is Plymouth City Council.

66 Duration of Meeting

At this juncture, the Monitoring Officer advised that the meeting had exceeded four hours in duration and, in accordance with Standing Order A11.2, the Chief Executive had indicated that item 16 (Mayor's response to objection to the transformation project – Generating income through Housing Policy Framework document) must be transacted at the meeting. Therefore, the meeting continued.

67 Mayor's Response to Objection to the Transformation project - Generating income through Housing Policy Framework Document

Further to the Council meeting held on 22 June 2017, members considered the submitted report on the Mayor's response to the objections raised by the Council on the Mayor's proposed Housing Companies Policy Framework document.

Mayor Oliver proposed and Councillor King seconded a motion as set out below:

the Mayor disagrees with the Council's objection and confirms his original recommendation to Council as set out below:

that the Housing Company Policy Framework document set out at Appendix 2 to the submitted report be approved.

During the debate Councillor Thomas (D) proposed and Councillor Darling (S) seconded an amendment to the motion as follows:

- (i) that the Housing Rental Company Policy Framework document, as set out in Appendix 1 to the amendment published on 19 July 2017, be approved;
- (ii) that a Housing Rental Company Committee be created, with the Terms of Reference as set out in Appendix 2 to the amendment published on 19 July 2017, consequently all of the reserved matters for the Housing Rental Company will be decided by the Committee. The Committee to comprise of six Members and that the Special Responsibility Allowance (SRA) for the Chairman of the Committee be £3,405 subject to consultation with the Independent Remuneration Panel;
- (iii) that Council allocate up to £50,000 from the Transformation Budget to enable an overarching business plan and individual business cases for the Housing Rental Company to be prepared;

- (iv) that, in principle, the Council grant to the Housing Rental Company working capital of £250,000 in the form of a loan, the terms of which to be agreed by the Head of Finance including any timing and value of drawdown against this amount in accordance with detailed business cases being presented to the Housing Rental Company Committee.
- (v) that Council approve £25m of Prudential Borrowing, in principle, to facilitate the work of the Housing Rental Company, in the form of a loan for a capital purpose. Detailed business cases are required to be presented to the Housing Rental Company Committee for approval, in order to trigger any draw down against this amount. The terms of the loan to be determined at the point of draw down by the Head of Finance;
- (vi) that the Director of Adults and Transformation be given delegated authority to appoint the Directors of the Housing Rental Company; and
- (vii) The Council Asset Management Plan be amended so as to include the following:

Where the Council proposes to dispose of land of any value to the Housing Rental Company these shall be decisions for Full Council to take as part of the approval of each Business Case

The amendment was put to the vote and as more than two-thirds of members present and voting had cast their vote in support of the amendment, it was carried.

The amended (substantive) motion was then considered by members and as more than two-thirds of members present and voting had cast their vote in support, it was agreed by the Council as follows:

- (i) that the Housing Rental Company Policy Framework document, as set out in Appendix 1 to the amendment published on 19 July 2017, be approved;**
- (ii) that a Housing Rental Company Committee be created, with the Terms of Reference as set out in Appendix 2 to the amendment published on 19 July 2017, consequently all of the reserved matters for the Housing Rental Company will be decided by the Committee. The Committee to comprise of six Members and that the Special Responsibility Allowance (SRA) for the Chairman of the Committee be £3,405 subject to consultation with the Independent Remuneration Panel;**
- (iii) that Council allocate up to £50,000 from the Transformation Budget to enable an overarching business plan and individual business cases for the Housing Rental Company to be prepared;**

- (iv) that, in principle, the Council grant to the Housing Rental Company working capital of £250,000 in the form of a loan, the terms of which to be agreed by the Head of Finance including any timing and value of drawdown against this amount in accordance with detailed business cases being presented to the Housing Rental Company Committee.**
- (v) that Council approve £25m of Prudential Borrowing, in principle, to facilitate the work of the Housing Rental Company, in the form of a loan for a capital purpose. Detailed business cases are required to be presented to the Housing Rental Company Committee for approval, in order to trigger any draw down against this amount. The terms of the loan to be determined at the point of draw down by the Head of Finance;**
- (vi) that the Director of Adults and Transformation be given delegated authority to appoint the Directors of the Housing Rental Company; and**
- (vii) The Council Asset Management Plan be amended so as to include the following:**

Where the Council proposes to dispose of land of any value to the Housing Rental Company these shall be decisions for Full Council to take as part of the approval of each Business Case

Chairwoman

This page is intentionally left blank

Questions Under Standing Order A13

A member may only submit three questions for consideration at each Council Meeting. Each member will present their first question in turn, when all the first questions have been dealt with the second and third questions may be asked in turn. The time for member's questions will be limited to a total of 30 minutes.

<p>Question (1) by Councillor Darling (S) to the Executive Lead for Community Services (Councillor Excell)</p>	<p>In an article in the Herald Express on 28 June 2017 it was suggested that the “thin blue line stretched to breaking point” In light of pressures on the police what assurance can you offer me that Devon & Cornwall Police are actively recruiting posts in Torbay and not leaving positions vacant?</p>
<p>Councillor Excell</p>	<p>Response from Superintendent Jacqui Hawley:</p> <p>“Aligned to the PCC’s commitment to increase police officer numbers to 3000, Devon & Cornwall Police are currently recruiting police officers and seeking to attract more experience officers to fill specific skills vacancies as transferees from other forces. South Devon LPA are actively recruiting student officers, who once trained are posted to Torbay Response. South Devon LPA also seeks to attract a number of detectives as transferees to fill vacancies within our Crime Investigation Teams. There is no desire to hold vacancies against our current post profile and the LPA Commander will continue to lobby the Force to ensure future resource allocation matches demand.”</p>
<p>Question (2) by Councillor Darling (M) to the Executive Lead for Transport, Planning and Housing (Councillor King)</p>	<p>Many residents have lost confidence in our waste and recycling system. What definitive date can we expect a normal service to resume?</p>
<p>Councillor King</p>	<p>There has been an intense period of work undertaken by Torbay Council with our delivery partner TOR2. As a result of this TOR2 now have a stable position delivering the recycling and waste collection services to the residents of Torbay and we expect this position to be maintained.</p>
<p>Question (3) by Councillor Stocks to the Executive Lead for Health and Wellbeing and Corporate Services (Councillor Mills)</p>	<p>Can you please advise me how Children’s Services outcomes have been built into the appraisals for all the senior management team across Torbay Council?</p>
<p>Councillor Mills</p>	<p>Currently the Corporate Senior Leadership Team are kept apprised of Children’s Services outcomes and improvement plan on a regular basis, allowing them to identify areas of support, synergies and for cascade into their own management teams, thereby ensuring Council wide support for Children’s Services outcomes, rather than through the appraisal process. However appraisals for Children Services Management Teams provides significant focus on Children’s Services outcomes and the improvement journey.</p>

Question (4) by Councillor Doggett to the Executive Lead for Community Services (Councillor Excell)	I understand that drainage works are planned this summer on the sports pitches at Clennon Valley. When will these works commence?
Councillor Excell	The Authority is in the process of undertaking a competitive tender in respect of drainage work at Clennon Valley. The submission date for the contract to start evaluation is 28th July 2017. Until the evaluation has taken place and subject to contract terms and conditions the start date of the contract is as yet unknown.

Second Round

Question (5) by Councillor Darling (S) to the Executive Lead for Transport, Planning and Housing (Councillor King)	How helpful is it that when residents attempt to report anti-social behaviour by phone they are advised to report it on line by the phone system and are left no alternatives to this?
Councillor King	<p>The phone messages have been changed in the last few months. This has been to channel shift as much as possible to enable the remaining calls to have a priority 1 setting, which along with Registrars are the highest priority.</p> <p>Web reporting is utilised to enable the most effective use of front and back office resources. The web offers information 24/7 and the facility for customers to report/enquiry on-line at a time to suit them. With limited local authority capacity, if customers that can complete on-line forms do, then it enables the remaining call centre staff to answer other calls from customers as promptly as possible. The forms are designed to capture all the information that the back office requires to deal with the enquiry without having to contact the customer for further information.</p> <p>In assessing ASB and noise complaints, evidence is required from the person being affected to enable the local authority to assist. This information is requested at the earliest opportunity to enable an assessment to be undertaken promptly. This is facilitated through the new adaptations to the web and introduction of the noise app.</p> <p>The scripts and call centre messages have been reviewed. The current recorded message states:</p> <p><i>'Reports or enquires about anti-social behaviour including Neighbour nuisance, bonfires and pollution, abandoned vehicles and general anti-social behaviour are now made online on our new improved customer friendly website, Noise Nuisance can be reported using the new APP that you can download to your smartphone, information can be found on our website under the Noise Toolkit section. Log on to torbay.gov.uk/asb 24 hours a day, 7 days a week where you can also chase progress of any previous report made. Please be aware if you consider yourself to be in any danger you should always report this matter immediately to the police by calling 999. This message will now repeat for your convenience and then terminate. Thank you for calling.'</i></p>

	<p>If the customer holds after the initial message their call will be answered and dealt with, this however is not clear from the current message. As such the final line of the recorded message has been changed to make it clear that they speak to a customer service advisor if they do not have the ability to access the resources provided on line.</p> <p>Kiosks that display the website are located in Torquay and Brixham Libraries for self-service. Kiosks are also sited in Paignton Connections where assistance from CSA's is available if required.</p>																												
<p>Question (6) by Councillor Darling (M) to the Executive Lead for Transport, Planning and Housing (Councillor King)</p>	<p>Over the last 12 months what charges have the Council raised against TOR2 for failing the waste and recycling contract? I would like these figures on a month by month basis.</p>																												
<p>Councillor King</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Amount Deducted</th> </tr> </thead> <tbody> <tr> <td>May 2017</td> <td>£8910.00</td> </tr> <tr> <td>April 2017</td> <td>£4620.00</td> </tr> <tr> <td>March 2017</td> <td>£5830.00</td> </tr> <tr> <td>February 2017</td> <td>£3410.00</td> </tr> <tr> <td>January 2017</td> <td>£8470.00</td> </tr> <tr> <td>December 2016</td> <td>£5940.00</td> </tr> <tr> <td>November 2016</td> <td>£3190.00</td> </tr> <tr> <td>October 2016</td> <td>£2420.00</td> </tr> <tr> <td>September 2016</td> <td>£0.00</td> </tr> <tr> <td>August 2016</td> <td>£0.00</td> </tr> <tr> <td>July 2016</td> <td>£0.00</td> </tr> <tr> <td>June 2016</td> <td>£0.00</td> </tr> <tr> <td>TOTAL</td> <td>£42790.00</td> </tr> </tbody> </table>	Month	Amount Deducted	May 2017	£8910.00	April 2017	£4620.00	March 2017	£5830.00	February 2017	£3410.00	January 2017	£8470.00	December 2016	£5940.00	November 2016	£3190.00	October 2016	£2420.00	September 2016	£0.00	August 2016	£0.00	July 2016	£0.00	June 2016	£0.00	TOTAL	£42790.00
Month	Amount Deducted																												
May 2017	£8910.00																												
April 2017	£4620.00																												
March 2017	£5830.00																												
February 2017	£3410.00																												
January 2017	£8470.00																												
December 2016	£5940.00																												
November 2016	£3190.00																												
October 2016	£2420.00																												
September 2016	£0.00																												
August 2016	£0.00																												
July 2016	£0.00																												
June 2016	£0.00																												
TOTAL	£42790.00																												
<p>Question (7) by Councillor Doggett to the Executive Lead for Community Services (Councillor Excell)</p>	<p>I understand that the TDA are arranging the relocation of slow worms from the Claylands development site. Can you advise where they are being relocated to and how is their long term wellbeing catered for?</p>																												
<p>Councillor Excell</p>	<p>We are moving the slow worms to a suitable receptor site in the Teign Valley. This site has been proposed for suitability by a Senior Ecologist from Devon Wildlife Consultants who we are also employing to oversee the safe removal and transport to the receptor site.</p>																												
<p>Question (8) by Councillor Stocks to the Executive Lead for Adults and Children (Councillor Parrott)</p>	<p>Can you please advise me how you have celebrated success within the safeguarding team for children's services by staff?</p>																												

Councillor Parrott	<p>Thank you for question Councillor Stocks</p> <p>A key challenge for Torbay Council Children's Services within our improvement journey is to become more accurate in assessing our performance, including our successes and challenges. Celebrating success and communicating on progress with staff has necessarily taken place within that context.</p> <p>We now have a robust performance management framework to enable us to better understand the effectiveness of our work. This has been recognised by Ofsted and the Commissioner appointed by the Department of Education John Coughlan and is providing solid evidence of improvement.</p> <p>Andy Dempsey, the Director of Children's Services, has written to all staff on 6th October 2016 and 13th June 2017 to update them on progress and thank them for their continued hard work. He has also held 2 staff sessions for all children's services' staff on 13th December 2016 and 20th March 2017 which were well attended and provided the opportunity for staff and managers to come together to take stock of where we are on our journey. I was also at both staff events which were very positive and certainly valued by those attending. We will be holding a third event shortly reflecting on the outcome of our forthcoming Ofsted visit on 25/26 July and our proposals for partnership working. I should add that the Director and Senior Leadership Team also communicate with individual staff on a case by case basis whenever we identify good working.</p>
--------------------	--

Third Round

<p>Question (9) by Councillor Darling (S) to the Executive Lead for Transport, Planning and Housing (Councillor King)</p>	<p>I have been contacted by a resident who in his words says 'that he feels like the local authority have him "under curfew" by the restrictions on the bus pass provided by Torbay Council'. Will the Council consider ending the 11pm cut off point for the use of a concessionary bus pass?</p>
Councillor King	<p>Under the provisions of the Transport Act 2000, as amended, in England outside London the statutory bus concession currently consists of guaranteed free off-peak travel for older and disabled people on all local buses anywhere in England from 0930 until 2300 on weekdays and all day at weekends and on Bank Holidays.</p> <p>Torbay Council has a higher uptake of Concessionary bus travel than most of its equivalent authorities and continues to provide its statutory duties in this respect. There is no requirement to consider funding any extensions to the statutory hours of operation into peak travel periods.</p>
<p>Question (10) by Councillor Darling (M) to the Executive Lead for Community Services (Councillor Excell)</p>	<p>Can you please share with me the management plan for Kings Drive Pond, Kings Drive, Torquay?</p>

Councillor Excell	There is no specific management plan for the Kings Pond. TOR2 carry out the Parks and Open Space Services to ensure that the performance standards in the joint venture arrangements are achieved and are undertaken in accordance with the constraints, clearing debris, litter, pollutants and algal growth from Parks and Open Spaces Streams and Water Features.
-------------------	--

This page is intentionally left blank



By Email

Steve Parrock
Chief Executive
Torbay Council

Chief Executive's Office
The Castle, Winchester
Hampshire SO23 8UJ

Telephone 01962 841841
Fax 01962 834523
Textphone 0808 100 2484
www.hants.gov.uk

<i>Enquiries to</i>	John Coughlan	<i>My reference</i>	JC/dlw
<i>Direct Line</i>	01962 845252	<i>Your reference</i>	
<i>Date</i>	20 July 2017	<i>E-mail</i>	John.coughlan@hants.gov.uk

Dear Steve

On careful reflection I think it appropriate that I set down some comments for you in advance of your Full Council meeting today and the report on Children's Services. This is also in the context of the recent letter from Dr Sarah Wollaston MP and Kevin Foster MP. I am sharing this letter accordingly.

We are at a complex moment in a complex situation but I wish to make three hopefully clear and simple points in my role as Commissioner on behalf of DfE.

Firstly, I cannot re-state often enough that the situation for children's services in Torbay has been gravely serious. We have made good progress, especially under the local leadership of Andy Dempsey, but that progress remains fragile and dependent on the establishment of much more secure corporate governance. It is essential that the gravity of this issue is understood by all concerned and its resolution must be a shared priority or the safety of Torbay's children will surely deteriorate again. I am not yet routinely persuaded that this is understood by all concerned.

Secondly, we have had helpful communication about the potential offer from Devon County Council and I confirm that remains in line with the scope of my original recommendation in favour of Plymouth. That recommendation still stands but I will listen carefully to the outcomes of today's Council and any further deliberations. However, I am particularly concerned that the condition introduced by Devon, on what I would term an "all or nothing" offer to support Torbay's services, places me in a deeply invidious position. While I understand Devon's rationale, this condition has the potential to place an even greater burden on my decision about children's governance, introducing as it does a still broader implication for the future of Torbay's other services. I need therefore to make it unequivocally clear that my own

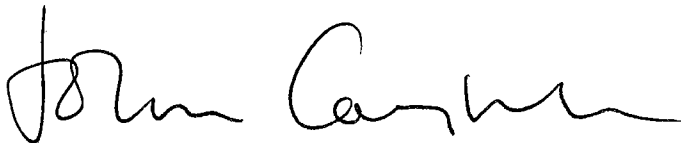
Chief Executive
John Coughlan CBE

first and only consideration will be based firmly on my brief as a children's commissioner with the long-term welfare of Torbay's children as my paramount concern.

Thirdly, in view of the above, we will continue to progress the partnership discussions with Plymouth, not least because of the critical issues of pace I have been trying to impress upon all concerned. But if the Devon alternative is to remain a genuine alternative I will also need to take steps to assess the extent to which Devon has made progress from the point of our first assessment earlier this year. I have made it clear that Devon's offer at that point was credible but, put simply, we thought Plymouth's was better for children, especially with regard to the crucial issue of senior management capacity and readiness.

I hope these points are understood and useful. I look forward to seeing you and colleagues next week.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Coughlan', written in a cursive style.

John Coughlan
Chief Executive

Minutes of the Extraordinary Meeting of the Council
(Council decisions shown in bold text)

8 August 2017

-: Present :-

Chairwoman of the Council (Councillor Brooks) (In the Chair)
Vice-Chairman of the Council (Councillor Doggett)

The Mayor of Torbay (Mayor Oliver)

Councillors Amil, Barnby, Bye, Carter, Darling (M), Darling (S), Ellery, Excell, Haddock, Hill, King, Kingscote, Lewis (B), Lewis (C), Manning, Morey, O'Dwyer, Parrott, Pentney, Robson, Sanders, Stockman, Stocks, Stubbley, Sykes, Thomas (D), Thomas (J), Tolchard and Tyerman

68 Opening of meeting

The meeting was opened with a prayer.

69 Apologies for absence

Apologies for absence were received from Councillors Bent, Mills, Morris, Stringer and Winfield.

70 Declarations of interests

Councillor Stockman declared a non-pecuniary interest in respect of Minute 73 as she was the Chairwoman of Brixham Peninsula Forum.

71 Review of Electoral Arrangements - Submission by Torbay Council on Warding Patterns

Following the decision of the Council on 20 July 2017 to defer this item, members gave further consideration to the submitted report on the Council's consultation response to the Local Government Boundary Commission for England's (LGBCE) formal review of the proposed warding patterns for Torbay from 2019.

Mayor Oliver proposed and Councillor King seconded a motion as set out below:

- (i) that the Proposed Changes to Warding Patterns – Submission by Torbay Council set out in Appendices 1 and 5 to the submitted report be approved for submission to the Local Government Boundary Commission for England;

- (ii) that the Assistant Director Corporate and Business Services be requested to redraw the 15 Ward maps using GIS to show the changes to the warding patterns reflected in Appendices 1 and 5 to the submitted report; and
- (iii) that the Assistant Director Corporate and Business Services be authorised to make any technical amendments to address any anomalies identified when redrawing the Ward maps.

During the debate Councillor Darling (S) proposed and Councillor Carter seconded an amendment to the motion as follows:

- (i) that the Proposed Changes to Warding Patterns – Submission by Torbay Council set out in the Liberal Democrat Amendment – Putting Torbay Communities First - Revised Appendix 1 (circulated on 4 August 2017) ~~Appendices 1 and 5 to the submitted report~~ be approved for submission to the Local Government Boundary Commission for England;
- (ii) that the Assistant Director Corporate and Business Services be requested redraw the 15 Ward maps using GIS to show the changes to the warding patterns reflected in the Liberal Democrat Amendment – Putting Torbay Communities First - Revised Appendix 1 ~~Appendices 4 and 5~~ to the submitted report;
- (iii) that the Assistant Director Corporate and Business Services be authorised to make any technical amendments to address any anomalies identified when redrawing the Ward maps.

The amendment was put to the vote and declared lost.

During the debate Councillor Morey proposed and Councillor Ellery seconded a further amendment to the motion as follows:

- (i) that:
 - a) subject to the main changes to the Berry Head with Furzeham and St Mary's with Summercombe Wards being as set out in Appendix 6 (Independent Group Amendment – circulated on 4 August 2017) and with the names of these wards being amended to Furzeham with Summercombe and St Peter's with St Marys; and
 - b) the impact of these changes resulting in the Churston with Galampton Ward with 9% electors above the threshold being accepted by the Council,

the Proposed Changes to Warding Patterns – Submission by Torbay Council set out in Appendices 1 and 5 to the submitted report be

approved for submission to the Local Government Boundary Commission for England;

- (ii) that the Assistant Director Corporate and Business Services be requested redraw the 15 Ward maps using GIS to show the changes to the warding patterns reflected in Appendices 1 and 5 to the submitted report and Appendix 6 (Independent Group amendment); and
- (iii) that the Assistant Director Corporate and Business Services be authorised to make any technical amendments to address any anomalies identified when redrawing the Ward maps.

The amendment was put to the vote and declared lost.

Mayor Oliver's and Councillor King's original motion was then considered by the Council.

A recorded vote was taken on the original motion. The voting was taken by roll call as follows: For: Mayor Oliver, Councillors Amil, Barnby, Bye, Haddock, Hill, King, Kingscote, Lewis (B), Lewis (C), Manning, O'Dwyer, Robson, Stubley, Sykes, Thomas (D), Thomas (J), Tolchard and Tyerman (19); Against: Councillors Carter, Darling (M), Darling (S), Doggett, Ellery, Excell, Morey, Parrott, Pentney, Sanders, Stockman and Stocks (12); Abstain: Councillor Brooks (1); Absent: Councillors Bent, Mills, Morris, Stringer and Winfield (5). Therefore, the motion was declared carried and is set out below:

- (i) that the Proposed Changes to Warding Patterns – Submission by Torbay Council set out in Appendices 1 and 5 to the submitted report be approved for submission to the Local Government Boundary Commission for England;**
- (ii) that the Assistant Director Corporate and Business Services be requested to redraw the 15 Ward maps using GIS to show the changes to the warding patterns reflected in Appendices 1 and 5 to the submitted report; and**
- (iii) that the Assistant Director Corporate and Business Services be authorised to make any technical amendments to address any anomalies identified when redrawing the Ward maps.**

72 Mayor's Response to the Council's Objections to the Review of Torbay Council Investment Fund Strategy

Further to the Council meeting held on 20 July 2017, members considered the submitted report on the Mayor's response to the objections raised by the Council on the Mayor's recommendations on the review of the Investment Fund Strategy and the levels of the Investment Fund.

Mayor Oliver proposed and Councillor Haddock seconded a motion as set out below:

that the Council be recommended to approve the revised Investment Fund Strategy, including the additional £50 million for the Investment Fund (making a total of £100 million) to be funded from prudential borrowing (when required), as set out in Appendix 1 to the submitted report.

During the debate Councillor Robson proposed and Councillor Tyerman seconded an amendment to the motion as follows:

that the Council be recommended to approve the revised Investment Fund Strategy, ~~including the additional £50 million for the Investment Fund (making a total of £100 million) to be funded from prudential borrowing (when required)~~, as set out in Appendix 1 to the submitted report, as subject to the inclusion of an additional £150 million for the Investment Fund (making a total of £200 million) to be funded from prudential borrowing (when required), and that the level of delegation to the Investment Committee be increased to £25 million.

A recorded vote was taken on the amendment. The voting was taken by roll call as follows: For: Councillors Barnby, Bye, Carter, Darling (M), Darling (S), Doggett, Ellery, Hill, Kingscote, Lewis (B), Lewis (C), Manning, Morey, O'Dwyer, Parrott, Pentney, Robson, Stocks, Sykes, Thomas (D), Thomas (J), Tolchard and Tyerman (23); Against: Mayor Oliver, Councillors Amil, Excell, Haddock, King and Stockman (6); Abstain: Councillors Brooks, Sanders and Stubbley (3); and Absent: Councillors Bent, Mills, Morris, Stringer and Winfield (5). Therefore, as more than two-thirds of members present and voting had cast their vote in support of the amendment it was carried.

The amended (substantive) motion was then considered by members.

A recorded vote was taken on the amended (substantive) motion. The voting was taken by roll call as follows: For: Councillors Barnby, Bye, Carter, Darling (M), Darling (S), Doggett, Ellery, Hill, Kingscote, Lewis (B), Lewis (C), Manning, Morey, O'Dwyer, Parrott, Pentney, Robson, Stockman, Stocks, Sykes, Thomas (D), Thomas (J), Tolchard and Tyerman (24); Against: Mayor Oliver, Councillors Haddock and King (3); Abstain: Councillors Amil, Brooks, Excell, Sanders and Stubbley (5); and Absent: Councillors Bent, Mills, Morris, Stringer and Winfield (5). Therefore, as more than two-thirds of members present and voting had cast their vote in support of the substantive motion it was carried as follows:

that the Council be recommended to approve the revised Investment Fund Strategy, as set out in Appendix 1 to the submitted report, subject to the inclusion of an additional £150 million for the Investment Fund (making a total of £200 million) to be funded from prudential borrowing (when required), and that the level of delegation to the Investment Committee be increased to £25 million.

73 Call-in of Mayor's Decision on Petition requesting a covenant protecting Churston Golf Course from development

At its meeting held on 12 July 2017, the Overview and Scrutiny Board considered the Notice of Call-in of the Mayor's decision in respect of a covenant protecting Churston Golf Course from development (following receipt of a petition) and the Monitoring Officer's Report pursuant to Section 5 of the Local Government and Housing Act 1989. The Board resolved that, having listened to the advice of the Monitoring Officer, the Mayor's decision was contrary to the Policy Framework. In accordance with Standing Order D10.3 the matter was referred to the Council for consideration.

The Council considered the submitted report on the findings of the Overview and Scrutiny Board and details of the Mayor's decision, along with the advice of the Monitoring Officer and Chief Finance Officer.

Members firstly considered whether or not the Mayor's decision was contrary to the Policy Framework.

Councillor Lewis (C) proposed and Councillor Darling (S) seconded a motion, which was agreed by the Council as set out below:

that, having heard the Monitoring Officer reconfirm her advice that the decision of the Mayor to place a covenant on the land at Churston Golf Course was contrary to the Policy Framework, the matter shall be referred to the Council in accordance with the Constitution.

In accordance with Standing Order D10.8, the Monitoring Officer advised that as the Council had determined that the Mayor's decision was contrary to the Policy Framework, the decision was deemed as a recommendation to the Council. The recommendation of the Mayor became the motion before Council as follows:

that following receipt of a valuation from the District Valuer dated 17 May 2017 which at paragraph 11 confirms that a 10 year covenant would not have an effect of the value of the Council's property interest in land comprising Churston Golf Course the Council enters into a deed of covenanting with the residents of Churston and Galmpton ward in the following terms:-

'Torbay Council covenants with all inhabitants of the ward of Churston and Galmpton that for a period of 10 years beginning on the date of this deed it will not on the land, shown edged in red on the plan attached to the submitted report to the Council meeting on 25 September 2014, known to be Churston Golf Course, allow any development of Churston Golf Course without any such proposal first obtaining the majority of votes in a referendum of the persons who at the day of the referendum would be entitled to vote as electors at an election of Councillors for the Churston and Galmpton Ward and are registered as local government electors at an address within this Ward. For the purposes of this covenant 'development' shall not

include any development permitted under the terms of the lease between The Council of the Borough of Torbay and Churston Golf Club Limited dated 3 April 2003. Nothing contained or implied in this Deed shall prejudice or affect the exercise by the Council of its regulatory functions under the Town and Country Planning Act 1990 or any other statute or statutory instrument.'

In accordance with the Local Government Act 1972, the Mayor on behalf of the Council has all necessary information to make this Covenant. The covenant will then be appropriately registered with the Land Registry with immediate effect.

During the debate Councillor King proposed and Councillor Haddock seconded an amendment to the motion as follows:

that the Council defers consideration of the Mayor's recommendation requesting a covenant protecting Churston Golf Course from development, to enable community consultation to be undertaken, further advice to be obtained and exploration of the merits of the proposal.

The amendment was put to the vote and declared lost.

During the debate Councillor Hill proposed and Councillor Thomas (J) seconded a further amendment to the motion as follows:

that the Council does not pursue, at this time, imposing a covenant in land comprising Churston Golf Course as outlined in the Mayor's decision taken on 27 June 2017.

The amendment was put to the vote and declared carried.

The amended (substantive) motion was then considered by members, which was agreed by the Council as follows:

that the Council does not pursue, at this time, imposing a covenant in land comprising Churston Golf Course as outlined in the Mayor's decision taken on 27 June 2017.

(Note: During consideration of Minute 73, Councillor Stockman declared her non-pecuniary interest.)

74 Exclusion of the Press and Public

Councillor Thomas (D) proposed and Councillor Morey seconded a motion, which was agreed by the Council, as set out below:

that the press and public be excluded from the meeting prior to consideration of the following item on the agenda on the grounds that exempt information (as defined in paragraph 3 of Part 1 of Schedule

12A of the Local Government Act 1972 (as amended) is likely to be disclosed.

Prior to consideration of the item in Minute 75 the press and public were formally excluded from the meeting.

75 Amendment to Children's Services Capital Programme to enable the Acquisition of site for new Primary School in Paignton

The Council considered the exempt submitted report seeking approval to acquire a site for a new primary school in Paignton in order to meet the Council's statutory requirements for the provision of school places. An exempt revised officer recommendation had been circulated prior to the meeting.

The decision of the Council meeting is restricted due to exempt information contained within the decision.

Chairwoman

This page is intentionally left blank

Questions Under Standing Order A13

A member may only submit three questions for consideration at each Council Meeting. Each member will present their first question in turn, when all the first questions have been dealt with the second and third questions may be asked in turn. The time for member's questions will be limited to a total of 30 minutes.

<p>Question (1) by Councillor Carter to the Executive Lead for Adults and Children's Services (Councillor Parrott)</p>	<p>When did the council last conduct any monitoring and on the spot checking of child work permits in Torbay?</p>
<p>Question (2) by Councillor Darling (S) to the Mayor and Executive Lead for Finance, Regeneration and Corporate Services (Mayor Oliver)</p>	<p>Can you please advise me on a year by year basis over the past five years, the number of apprenticeships offered to our community by Torbay Council and how many of them were taken up by looked after children under the care of this or another authority?</p>
<p>Question (3) by Councillor Doggett to the Executive Lead for Planning, Transport and Housing (Councillor King)</p>	<p>Campaign for Better Transport conducted some research into the levels of subsidy of bus services across the South West of England. The results for 2016/2017 were as follows:</p> <p>BATH & NORTH EAST SOMERSET -- £1,539,674 NORTH SOMERSET --- £300,590 SOMERSET COUNTY COUNCIL--- £2,709,200 BOURNEMOUTH BOROUGH COUNCIL £ 322,900 POOLE BOROUGH COUNCIL----- £ 668,810 DORSET COUNTY COUNCIL----- £1,979,300 DEVON COUNTY COUNCIL----- £ 4,780,129 TORBAY COUNCIL----- £ 0 PLYMOUTH CITY COUNCIL----- £ 384,029 CORNWALL COUNTY COUNCIL-----£6,646,000</p> <p>In light of the above do you think that Torbay has cut too deeply its supported bus routes and that it is time to reinstate some level of subsidy to ensure that routes such as the 65 can operate?</p>
<p>Question (4) by Councillor Darling (M) to the Executive Lead for Planning, Transport and Housing (Councillor King)</p>	<p>Over a month ago a resident of Torquay town centre raised their concerns with the Local Authority in respect of houses of multiple occupation in Torquay. Their concern was raised by the Grenfell fire in Kensington, London.</p> <p>Whilst I appreciate we have a small number of tower blocks in Torbay we do have a significant number of houses in multiple occupation. Can you advise what additional fire safety checks have occurred within such properties in Torbay?</p>

Second Round

<p>Question (5) by Councillor Darling (S) to the Executive Lead for Planning, Transport and Housing (Councillor King)</p>	<p>I have been advised by the Council that they have attempted to renew the currently unenforceable double yellow lines on Truro Avenue Torquay. This was not possible due to parked vehicles not being removed from the road. Can you advise me of the dates as to when these attempts were made?</p>
--	---

**Notice of Motion – Council 13 September 2017 (Mayoral Decision)
A Fair Deal for Public Sector Workers**

This Council believes that the continuation of the public sector pay cap is having an unreasonable effect on the living standards of many public sector staff, and is also affecting recruitment and retention across the sector.

This Council therefore asks the Chief Executive to write to the Chancellor of the Exchequer and the Secretary of State for Communities and Local Government to request that the cap is lifted to allow the implementation of the recommendations of Pay Review Bodies and negotiations with employers, and subsequent pay increases fully funded via central government settlement.

Proposer: Councillor Darling (S)
Secunder: Councillor Carter

Notice of Motion – Council 13 September 2017 (Council Decision)

Freedom of the Borough for RAF Brize Norton

- (i) that this Council, being appreciative of the significant and continuing defence role undertaken by the Royal Air Force around the world and in recognition of its long association with the towns of Torbay, does offer the base of Brize Norton, it's Aircrew and Ground staff the Honorary Freedom of the Borough of Torbay. This is also to celebrate and commemorate the foundation of the RAF 100 years ago in 1918; and
- (ii) that a formal presentation and procession be held at a ceremonial event to be arranged with the Royal Air Force.

Proposer: Mayor Oliver
Secunder: Councillor Mills



Meeting: Council

Date: 13 September 2017

Wards Affected: All

Report Title: Housing Strategy and Housing Company (Affordable Housing, Empty Homes Scheme and Private Sector Renewal)

Is the decision a key decision? No

When does the decision need to be implemented? Immediately

Supporting Officer Contact Details: Caroline Taylor, Director of Adults and Transformation (Housing-client side), 01803 208949, caroline.taylor@torbay.gov.uk

1. Introduction

1. On 20 July 2017, Council agreed that a Housing Rental Company Committee be created with the principal objective being to enable ambitious and progressive delivery of the Council's Housing Strategy. A Housing Rental Company Policy Framework Document outlining the governance and decision making arrangements of the company was also approved.
2. Separately, the Council has a Housing Strategy, which was approved at Council on the 3 February 2016. Given the correlation between the Housing Rental Company Policy Framework, and the Housing Strategy Policy Framework, it is proposed that in order to simplify and streamline the governance arrangements, that the Terms of Reference for the Housing Rental Company Committee be expanded to include oversight of delivery against the Housing Strategy, as such it is important that the Executive Lead with responsibility for housing be included within the membership of the Housing Company Committee.
3. Now that the Housing Company has been established it is important that proposals are brought forward so as to implement the Council's Housing Strategy to achieve the outcomes set out therein. As part of the delivery of this, the Council has monies allocated for Affordable Housing, this funding comes from 3 sources – 'Right to Buy' receipts, Section 106 and historic housing grant.
4. The table below provides outline proposals as to how the Affordable Housing Capital Budget monies may be utilised. It is proposed that further detail on the spend of these monies will be provided as part of any future business cases of the Housing Rental Company which will be presented to the Housing Company Committee for approval.

Project:	Description:	Scale:
Alternative models of delivery for temporary accommodation	Purchase or lease of flexible family based accommodation and small complex needs unit.	Approx. 15 units
General Needs / Sheltered Housing	Provision of affordable 'extra care' housing with care and support so that people are able to remain independent in their own homes	Approx. 110 units
Supported Housing	Supporting Dementia and Learning Disability clients	Approx. 65 units
Market Stimulation	Downsizing incentives / schemes Purchasing of property for wider economic benefits	Approx. 60 units

2. Reason for Proposal

1. To seek approval to change the governance arrangements of the Housing Rental Company and the Councils Housing Strategy to streamline decision making (appendix one)
2. To seek approval to change the governance arrangements of the Housing Rental Company Committee so that the Executive Lead with responsibility for Housing is a member of the Housing Rental Company Committee.
3. To seek approval to delegate the allocation of the Affordable Housing capital budget to the Housing Rental Company (or another provider) as part of any future business cases to facilitate the delivery of affordable housing.

3. Recommendation (s) / Proposed Decision

- 3.1. To amend the terms of reference for the Housing Rental Company Committee to include oversight of the delivery of the Council's Housing Strategy
- 3.2. To change the governance arrangements of the Housing Rental Company Committee so that the Executive Lead with responsibility for Housing is a member of the Housing Rental Company Committee
- 3.3. To delegate to the Chief Executive, in consultation with the Housing Rental Company Committee, the authority to allocate the Affordable Housing capital budget to the Housing Rental Company to facilitate the delivery of affordable housing.

Appendices

Appendix One – Governance Diagram – Housing Rental Company

Background Documents

Report to Council – Transformation Project – Generating Income through Housing dated 20 July 2017

Report to Council – Torbay’s Housing Strategy dated 3 February 2016

Governance – Housing Rental Company

Housing Rental Company
(Annual Report to be presented to Council)

SHAREHOLDER FUNCTION

HOUSING COMPANY COMMITTEE
(*Politically Balanced)
To comprise of:
4 x Conservative Members
2 x Liberal Democrats
The Executive Lead for Housing

RUNNING THE COMPANY

BOARD OF DIRECTORS
To be comprised of:
Three Directors (Employees of the council or wholly owned companies - at least two council staff)

Delivery of the Councils Housing Strategy via:

Development and delivery of the Housing Rental Company Business Plan & Business Cases

Monitoring the performance and delivery of the Housing Strategy Delivery Plan and Facilitation of the delivery of affordable housing using the Affordable Housing Capital Budget

*Subject to normal political balance.



Meeting: Council

Date: 13th September 2017

Wards Affected: All

Report Title: Integrated Transport Block Capital Funding – Scheme Business Cases

Is the decision a key decision? No

When does the decision need to be implemented? As soon as possible

Executive Lead Contact Details: Mark King, Executive Lead for Planning, Transport and Housing, mark.king@torbay.gov.uk

Supporting Officer Contact Details: Kevin Mowat

Executive Head of Business Services

☎ Telephone: 01803 292429 (Ext 2724)

✉ Email: Kevin.Mowat@torbay.gov.uk

Adam Luscombe

Team Leader, Strategy and Project Delivery

☎ Telephone: 01803 207693 (Ext 7693)

✉ Email: Adam.Luscombe@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Council, at its meeting held on 25 February 2017, approved the Capital Plan subject to the Mayor and Chief Executive reviewing and making recommendations to Council on the specific proposals for expenditure on the capital budget for Integrated Transport. This report and appendices set out the information requested for Council.
- 1.2 The Council, at its meeting held on 27 October 2016, adopted the Torbay Local Transport Implementation Plan (LTIP) 2016-2021 and supported the proportion of capital funding set out in the documents. Council also supported the remainder of the funding to become part of the Council's Capital Plan budget and to use the Capital Plan Prioritisation Matrix to assess the development of transport projects.
- 1.3 The Devon and Torbay Local Transport Plan Strategy 2011-2026 (LTP) provides strategic context and sets out the framework for transport investment within Torbay.
- 1.4 Supporting the LTP are a series of Local Transport Implementation Plans (LTIP), as required by the Transport Act 2000, covering each 5 year investment period. Whilst the LTP is a joint document with Devon County Council, the LTIP is prepared by the Authorities individually.

forward thinking, people orientated, adaptable - always with integrity.

- 1.5 Previously the LTIP had covered the schemes to be delivered but a different approach was taken in the adoption of the now current LTIP. Some projects were identified as committed, where previous decisions had allocated some of the Integrated Transport funding for future years.
- 1.6 This report sets out the current position of the committed projects and seeks approval for additional investment in schemes through detailed and strategic business cases.
- 1.7 There is a need, as stated in the LTP, LTIP, Local Plan and Government policy, most recently the Transport Investment Strategy, to provide a balanced transport network. Balancing the needs of all users does not have a simple solution and no single scheme is likely to deliver against all of the needs of all of the people. However, implementing a variety of schemes to provide a network that offers businesses, communities and visitors a reliable transport network with safe and sustainable choices is key to creating a successful economy.

2. Reason for Proposal

- 2.1 Further consideration of the specific proposals for expenditure on the capital budget for Integrated Transport was requested by the Council at its meeting in February 2017.
- 2.2 These schemes will be included within the Capital Plan and this will allow them to be undertaken and developed with member support. If the schemes are not approved further development work and investment in the transport network will be delayed, having various implications including increased maintenance burden and impact on economic growth.
- 2.3 The strategic business case approach will allow officers to focus on specific business case development.
- 2.3 It is the professional view of transport officers within the Council that the investments identified within the Appendices offer the best route to meeting the transport needs of Torbay by providing a balance of infrastructure improvements.

3. Recommendation(s) / Proposed Decision

- 3.1 To approve the remaining allocation of Integrated Transport Capital Funding, as set out in the table (schemes 8 ~ 13) in Section 7 of Appendix 1 "Supporting Information and Impact Assessment" to this report, noting that schemes 1 ~ 7 have previously been agreed with a level of commitment attributed to them.
- 3.2 To delegate approval of specific Capital spend within the strategic business cases in Appendices 3 ~ 6 and "Employment and Education Access", as summarised in Section 2 of Appendix 1, to the Executive Head of Business Services in consultation with the Executive Lead for Planning, Transport and Housing.
- 3.3 The Council, at its meeting in October 2017, will consider an update on the Edginswell Station scheme. Should a decision be taken not to pursue the proposals it is proposed that Council approves the reallocation of the remaining funding previously committed to that scheme to "Employment and Education Access".

Appendices

Appendix 1: Supporting Information and Impact Assessment

Appendix 2: Western Corridor Capital Scheme Business Case

Appendix 3: Torbay Road/Rathmore Road Strategic Capital Scheme Business Case

Appendix 4: Healthy Mobility/Access for All Strategic Capital Scheme Business Case

Appendix 5: Transport Network Resilience and Management Tools Strategic Capital Scheme Business Case

Appendix 6: Rail and Bus Infrastructure Strategic Capital Scheme Business Case

Appendix 7: Local Transport Implementation Plan 2015 Consultation Results

Background Documents

Local Transport Plan (LTP) – www.torbay.gov.uk/local-transport-plan

Local Transport Implementation Plan (LTIP) – www.torbay.gov.uk/local-transport-plan

Local Plan – www.torbay.gov.uk/localplan

Joint Strategic Needs Assessment - www.southdevonandtorbay.info/needs-assessment

Consultation Documents – see Appendix 7

Supporting Information and Impact Assessment

Service / Policy:	Integrated Transport Block Capital Funding – Scheme Business Cases
Executive Lead:	Mark King
Director / Assistant Director:	Anne-Marie Bond

Version:	3	Date:	13 September 2017	Author:	Adam Luscombe
----------	---	-------	-------------------	---------	---------------

Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>The Local Transport Plan Devon and Torbay Strategy 2011-2026 (LTP) provides the framework for transport investment within Torbay. This was adopted by Council in February 2011. The vision of the LTP is that:</p> <p style="padding-left: 40px;"><i>“...Torbay’s transport system will offer business, communities and individuals safe and sustainable travel choices. The transport system will help to deliver a low carbon future, a successful economy and a prosperous, healthy population living in an attractive environment.”</i></p> <p>The Local Transport Implementation Plan 2016-2021 (LTIP), adopted in October 2016, set out how investment would be made in the transport network across Torbay over the next 5 years. However, whilst there were some committed schemes, there was an allocation of funding which remained. This report, and the business cases attached in Appendix 2, seek approval for the strategic allocation of that funding and the process for approval of specific schemes.</p>
2.	<p>What is the current situation?</p> <p>The following schemes are committed within the LTIP (adopted by Council in October 2016):</p> <p><u>Fleet Street</u></p> <ul style="list-style-type: none"> • The scheme was approved by Council as part of the previous implementation plan and this commitment secures the final phase between Swan Street and the “GPO” roundabout. It does not include works to the roundabout. • Works will be carried out in early 2018, beginning on site in January. <p><u>Western Corridor</u></p> <ul style="list-style-type: none"> • This scheme was prioritised by the LEP Local Transport Board in July 2013 and approved for Growth Deal funding in July 2014. • Long standing commitment of the Council having featured in Local Plans and Local Transport Plans since at least 1995. • The scheme is delivered in phases covering (1) Churscombe Cross to Spruce Way, (2) Kings Ash Road junction with Waterleat Road, (3) Brixham Road junction with Borough Road to junction with Roselands Drive, (4) Brixham Road junction with Roselands Drive to junction with

Long Road, and (5) Windy Corner.

- Phases (2) and (4) are complete, with phase (1) currently on site. Phase (3) was broken into two elements, the first has been completed and the second is currently out to tender with a start date expected in the autumn. It is expected that phase (5) will be delivered in 2018.
- Funding includes LEP Growth Deal, DfT Pinch Points, Developer Contributions (S.106 and S.278), and Council resources.
- Currently there is a funding shortfall to deliver this scheme due to changes in project scope and detail of the initial estimate. As a result a business case has been provided in Appendix 2 seeking approval as part of this report for additional funding to deliver the scheme.

Torquay Gateway

- This scheme was prioritised by the LEP Local Transport Board and approved for Growth Deal funding in July 2014.
- The scheme is also delivered in phases covering (1) Scott's Bridge junction, (2) Newton Road Lowes Bridge junction to junction with Shiphay Lane, (3) Crownhill Rise to Shiphay Lane Shared Use Path, (4) Marldon Road Gallows Gate junction.
- Phases (1), (3) and (4) are complete, phase (2) is in the design stage and expected to commence in 2019. The scope of works at Scotts Bridge has since been increased with a view to upgrade the signals. This is expected to be completed this financial year.
- Funding includes LEP Growth Deal, DfT National Productivity and Investment Fund, Local Sustainable Transport Fund, Developer Contributions (S.106), and Council resources.

Edginswell Station

- This scheme was prioritised by the LEP Local Transport Board and approved for Growth Deal funding in July 2014.
- Work has progressed through the Network Rail approvals process (GRIP) to a stage of Option Selection and initial design (Stage 3).
- Planning Permission has been granted.
- The funding application to New Stations Fund (Department for Transport and Network Rail jointly administered) was unsuccessful. However, the council were advised that the scheme met the initial criteria and that it has a good strategic case. Concerns were however raised over the cost of the project.
- The Council have been invited to meet with the Department for Transport and Network Rail, in October, to discuss ways in which the station may be delivered and the cost reduced.

Torquay Town Centre Access

- This scheme was prioritised by the LEP Local Transport Board and approved for Growth Deal funding in July 2014.
- The scheme is delivered in phases covering (1) Reversal of traffic flow on Union Street through Torre, (2) Alteration to signals at Tor Hill Road/Tor Church Road/Abbey Road junction, (3) Morgan Avenue, (4) Brunswick Square Crossing
- Funding includes LEP Growth Deal, Developer Contributions (S.106), and Council resources.
- Phase (1) is complete, and phase (2) has been implemented but is in a review period. Phases (3) and (4) are scheduled for the end of the

summer/autumn 2017.

Torquay Railway Station

- The scheme specifically relates to the installation of new toilet facilities on the up platform at Torquay Station.
- A successful funding application was submitted in 2015 through Great Western Railway's 'Customer and Communities Improvement Fund'.
- Great Western Railway are responsible for the delivery and the significant portion of funding. The Council have agreed to provide some match funding.
- Delivery is expected in 2018 but is dependant on a separate Network Rail led scheme at the Station for the installation of lifts.

Safety/Congestion/Engineering work

- This committed allocation supports the implementation of Road Safety schemes and minor schemes to relieve congestion or improve traffic flow.
- There is ongoing work from this funding commitment.

These projects collectively committed £2.421m over the 5 year investment period.

The approved LTIP also allocated £0.329m towards the development of schemes, including the business cases, funding applications and necessary design work. As this is capital funding it should be directly attributable to a scheme delivery and there needs then to be some assurance that the scheme will be taken forward, subject to the final business case and a deliverable design.

Over the 5 years the Council expects to be allocated £5.315m in total, £1.063m per annum.

The Council have not, at this time, made any decision on how to invest the remaining £2.55m.

The report, including this supporting information and other appendices, specifically identifies the need for further investment in the Western Corridor in order to deliver the scheme, and initial investment in Torquay Road/Rathmore Road Junction (Grand Hotel) to cover design and project development costs. It also sets out the strategic business cases (Healthy Mobility/Access for All; Network Resilience and Management Tools; Rail/Bus Infrastructure) and proposes an allocation towards supporting access to employment and education sites, detailing areas for investment, rather than specific schemes which will need further development. Further information on these proposals is set out below:

Western Corridor

- Scheme detail as noted above and more detail is available in Appendix 2.
- Additional allocation sought to complete the final phases at Kings Ash Road (on site) Yalberton Road junction (tenders returned) and Windy Corner (programmed for delivery in 2018).
- The complete scheme supports significant growth opportunities in Paignton and Brixham.
- The business case has continued support from Local Transport Board.

Torbay Road/Rathmore Road

- To develop the proposals for a new junction layout.
- Improving safety and reducing maintenance liabilities.

- Junction improved for all users.
- The business case is included in Appendix 3.

Healthy Mobility and Access for All

- The proposal makes the strategic case for providing improved pedestrian and cycle infrastructure, supporting people to choose healthy modes of travel and providing an improved quality of infrastructure to those who rely on these modes.
- The schemes will directly supports town centre regeneration projects.
- Through provision of new infrastructure it can reduce the maintenance need on existing.
- Directly supports Council policies in planning and public health.
- The schemes can improve the accessibility across Torbay for all, including those persons of reduced mobility.
- There will be close interaction with other proposals as this will often form an integral element of any scheme.
- The business case is included in Appendix 4.

Transport Network Resilience and Management Tools

- The schemes will target key infrastructure that impact on the resilience of the network.
- Improve access and minimise disruption at times of road closures or incidents.
- Improve efficiency, safety and reliability of diversionary routes.
- Reduce maintenance demands.
- Improve knowledge base using monitoring and modelling to support future interventions, enhancements and business case development.
- Provision of new traffic signals and advanced warning systems to reduce traffic congestion.
- Investment in monitoring equipment to better manage traffic flow.
- The business case is included in Appendix 5.

Rail and Bus Infrastructure

- Within this allocation it is likely that a scheme involving the rail and bus stations in Paignton, delivering on the town centre regeneration proposals, will be included.
- A scheme is also likely to involve enhanced bus interchange facilities on Long Road, supporting both South Devon College (in accordance with their Planning Agreement for expansion) and employment development in the area.
- It is also expected that ongoing work to improve the facilities at bus stops and access to bus services, and to support the rail industry to provide improved facilities at existing train stations, will be included.
- The business case is included in Appendix 6.

Access to Employment and Education sites

- To directly support investment and growth opportunities by providing the necessary infrastructure to unlock sites and make developments accessible.
- Such employment access schemes could include access to Claylands; development of scheme to improve access to/from Broomhill Way.
- Such education access schemes could help to provide on highway improvements to access and/or provide connections to new or existing

	<p>education facilities.</p> <ul style="list-style-type: none"> • Closely linked to other areas of investment set out above. <p>Developing schemes and business cases throughout the lifecycle of the funding ensures flexibility in the system that can react to the needs at the time to use the resources to best effect. Balancing investment in new infrastructure against increasing demands on the maintenance budget is crucial. Considering all aspects of a proposal, not least the condition of existing assets and maintenance/management of the new asset in the future, can ensure that additional maintenance burdens are not incurred.</p> <p>Approval is sought to pursue the schemes in Appendices 2 ~ 6 and seeks delegated approval to spend capital monies in accordance with those business cases to the Executive Head of Business Services in consultation with the Executive Lead for Planning, Transport and Housing following professional officer's advice.</p>
<p>3.</p>	<p>What options have been considered?</p> <p>Extensive consultation was carried out as part of the LTP and LTIP development and this highlighted schemes that were considered necessary in order to create a balanced transport network that could support Health and Prosperity across Torbay.</p> <p>An option was considered to present specific schemes but investment is needed in the business cases before that can be achieved. Instead an in principle approval is sought at this stage based on the strategic business cases in Appendices 2 ~ 6.</p> <p>Officers would also recommend additional investment in network modelling and monitoring equipment throughout Torbay to enable higher quality business cases to be produced with accurate data, as well as supporting new investment and third parties wishing to invest in Torbay. However, detailed proposals and costs and not known at this stage but would be funded in the development costs of schemes moving forward, through the recommended delegated approval to the Executive Head of Business Services in consultation with the Executive Lead for Planning, Transport and Housing.</p> <p>There can be many changing factors in transport over 5 years where funding may be required, such as to support a new development as yet unknown. Approval of the strategic cases allows for the flexibility in the funding envelopes to invest where and when appropriate to do so.</p>
<p>4.</p>	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>The investment in, and development of, a balanced transport network ensures Torbay is prosperous and healthy going forward. The transport network, when balanced, serves economic growth and supports a healthy and safe environment and lifestyle choices for residents, businesses and visitors.</p> <p>This will require commitment to a variety of projects, modes and scales, building</p>

	<p>on the major highway scheme investment in the South Devon Highway, Torquay Gateway and Paignton Western Corridor.</p> <p>The projects meet the Mayor’s ambitions of creating a prosperous and healthy Torbay as they:</p> <ul style="list-style-type: none"> • address and tackle lifestyle issues in Torbay’s population which can cause ill health, • promote economic development by improving access to existing parts of Torbay, and • stimulate new economic opportunities across Torbay. <p>In particular the projects will support the following targeted actions of the Corporate Plan:</p> <ul style="list-style-type: none"> • Targeted Action 2 (Working towards a more prosperous Torbay) of which the following specific actions are relevant: <ul style="list-style-type: none"> • Continue delivery of the Local Plan and associated growth • Deliver the Corporate Capital Plan • Deliver transport improvements around Torquay Gateway • Create vibrant and attractive town centres through the delivery of Masterplan projects (including Torquay and Paignton town centres). • Targeted Action 3 (Promoting healthy lifestyles across Torbay) by helping to deliver the Healthy Weight Strategy and Physical Activity Strategy to increase activity and reduce sedentary behaviour in adults and children • Targeted Action 4 (Ensuring Torbay remains an attractive and safe place to live and visit) by: <ul style="list-style-type: none"> • helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay • helping to deliver a new Tourism Strategy for Torbay. • Targeted Action 5 (Ensuring Torbay remains an attractive and safe place to live and visit) by helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>All users of the transport network in Torbay will be affected by changes. Public consultation has previously been undertaken in the development of the LTIP.</p> <p>Proposals will be well linked across internal Council functions and external partners. Internally scheme promoters will work across the highways, planning, regeneration and inward investment, health, asset management, sports, culture teams. Promoters will also work externally with transport operators, the community development trust, disability support Torbay, south west coast path, Sustrans and other organisations and special interest groups relevant to projects at the time. This ensures that the correct proposals are targeted at the right time in order to achieve the ambitions, principles and delivery of the Corporate Plan.</p>
6.	<p>How will you propose to consult?</p>

Two previous rounds of public and stakeholder consultation have been carried out, in November/December 2015 and August 2016 regarding the development of the new Implementation Plan. Responses to the consultation have helped inform an appraisal of schemes by officers and subsequently the final version of the plan, alongside further discussion with Council Members and Senior Officer engagement. The results of first consultation can be found in Appendix 7, accompanied by the consultation document.

The consultation methods for both rounds of consultation included targeted letters and e-mails to persons on Torbay Council's Spatial Planning consultation database (which includes statutory consultation bodies, local groups and stakeholders as well as persons who have specifically registered) as well as wider promotion to the general public through press releases being made available on the Council's website and through visible communication methods such as the display of posters in Torquay Town Centre. A questionnaire was developed as part of the consultation.

Section 2: Implications and Impact Assessment

7. What are the financial and legal implications?

In October 2016 Council approved the commitment to fund schemes 1 ~ 7 in the table below. In October 2016, Council approved £220,000 towards Western Corridor (scheme 8) which was necessary to complete an earlier phase. The table below proposes to increase that allocation by £1,780,000 to £2,000,000. This decision will therefore allocate all of the remaining Integrated Transport funding over the 5 year period from April 2016 to March 2021, to the schemes 8 ~ 13.

Given that it is now 18 months into this funding period some of the allocation has been spent or committed. An indication of the progress and commitment to date is provided in the table. Further information about each scheme/business case is set out within Section 2 and within the relevant appendices.

The full five year investment fund would be broken down as follows:

	Scheme/Business Case	Allocation	Progress/Commitment
1	Fleet Street	£ 800,000	Committed by Council Oct 2016. Required to complete the scheme.
2	Torquay Gateway	£ 495,000	Committed by Council Oct 2016. Required to match the LEP contribution and complete the scheme.
3	Edginswell Station	£ 175,000	Committed by Council Oct 2016. Part spent. Up to £50,000 committed.
4	Torquay Town Centre Access	£ 165,000	Committed by Council Oct 2016. Part spent. Remainder required to match the LEP contribution and complete the scheme.
5	Torquay Railway Station	£ 30,000	Committed by Council Oct 2016. Required to match GWR investment
6	Safety/ Congestion/ Engineering work	£ 535,000	Committed by Council Oct 2016. Part spent. £107,000 committed each year
7	Business Case Development	£ 290,000	Committed by Council Oct 2016. Funding not spent or committed.
8	Western Corridor	£ 2,000,000	£220,000 committed by Council Oct 2016. Remainder required to complete the scheme.
9	Junction Upgrade at Torquay Rd/Rathmore Rd (Strategic Case)	£ 50,000	New business case proposal. Funding not spent or committed.
10	Healthy Mobility (Strategic Case)	£ 200,000	New business case proposal. Funding not spent or committed.
11	Rail and Bus Infrastructure (Strategic Case)	£ 200,000	New business case proposal. Funding not spent or committed.
12	Transport Network Resilience (Strategic Case)	£ 250,000	New business case proposal. Funding not spent or committed.
13	Employment and Education Access	£ 125,000	New business case proposal. Funding not spent or committed.

	<table border="1" data-bbox="306 152 1439 190"> <tr> <td data-bbox="306 152 767 190">Total</td> <td data-bbox="767 152 951 190">£ 5,315,000</td> <td data-bbox="951 152 1439 190"></td> </tr> </table> <p>Other funding, such as Section 106 and other developer led funding or competitive Government grants, will be continuously explored to ensure that best value for money can be achieved from the funding above. Where other funding can support the above schemes a reduction in the allocation may be possible. Circumstances may also arise where more can be achieved through the delivery of a major scheme where the council needs only to find match funding, rather than incrementally addressing an issue and spending more from the allocations above.</p> <p>Existing departmental revenue budgets assume officer posts across the Council (particularly in Spatial Planning, Highways, Natural Environment and the TDA) are funded, at least in part, through this funding. This is claimed as fees from the development of the capital schemes. There would be a revenue budget pressure in all of these service areas if these schemes, or similar schemes, do not progress.</p> <p>The highway authority has a statutory duty to maintain the public highway to a safe standard. Whilst there is no specific duty upon a highway authority to improve its network, there are specific statutory duties in respect of reducing collisions and improving road safety.</p> <p>The schemes will support the Council with its statutory responsibilities relating to highways management:</p> <ul style="list-style-type: none"> • Highways Act 1980 • Transport Act 2000 (and Transport Act 2008) • Countryside and Rights of Way Act 2000 • Road Traffic Regulation Act 1984 • New Roads and Street Works Act 1991 • Traffic Management Act 2004 	Total	£ 5,315,000	
Total	£ 5,315,000			
<p>8.</p>	<p>What are the risks?</p> <p>The following key risks will require management in any project:</p> <ul style="list-style-type: none"> • Cost of Solutions – the cost of implementing the identified solution exceeds estimate leading to requirement for additional funds • Condition of Asset – the condition of the asset, is worse than anticipated leading to potential increase in time and costs of project • Resources – initially projects would look to use internal resources (with TDA engineering support), however if further external support is required the Council would use its partner engineering consultant where necessary. This could have an increase on the costs. <p>Specific schemes will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project.</p> <p>The key risk concerns not approving the business cases and supporting the investment. Transport projects take time to develop, design and implement and any delay could have consequences in relation to securing wider investment and economic growth, as well as promoting healthier transport opportunities.</p>			
<p>9.</p>	<p>Public Services Value (Social Value) Act 2012</p> <p>A highways works framework is in place as well as the agreement with Tor2</p>			

	<p>covering the procurement of services and works. This has been frequently utilised and would continue to be. The business cases demonstrate that the investment will improve the economic, social and environmental well-being of Torbay.</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>A detailed evidence base for the Local Transport Plan Strategy can be found on the Council's website (www.torbay.gov.uk/local-transport-plan). In addition, other evidence based documents such as the Joint Strategic Needs Assessment and the evidence base for the Local Plan has been used to inform this proposal.</p> <p>Fundamentally, the approach recommended in the business cases is based on using the evidence base which the Council has available to understand the transport needs of Torbay. It uses the evidence to develop the business cases and schemes, and carries out monitoring and evaluation of schemes during and after delivery which will in turn inform future project development and needs assessment. This is a method of project development based on good practice in terms of taking an evidence-based approach to delivering best outcomes</p>
11.	<p>What are key findings from the consultation you have carried out?</p> <p>Consultation has been carried out on two separate occasions, in December 2015 and August 2016. Consultation responses showed that consultees supported investment in schemes which assist walking and cycling (highest priority), public transport (2nd highest priority) and private vehicles (3rd highest priority). Therefore it is recommended that councillors, in considering the implementation plan and the business cases, acknowledge the public's views and invest across modes to provide a balanced transport network. 72 separate ideas for schemes were put forward as part of the consultation and a wide range of responses were received in terms of priority for those individual schemes.</p>
12.	<p>Amendments to Proposal / Mitigating Actions</p> <p>The LTIP features a change in emphasis from previous versions of the plan in terms of developing projects to take an evidence-based approach and a more detailed project development strategy involving additional resource to be expended on the development of business cases. This approach responds to the need for projects to be integrated with the delivery of Council investment elsewhere in the built environment and deliver outcomes which ensure transport infrastructure is best meeting Corporate Plan priorities. This flexible approach can be accommodated through approval of the Strategic Business Cases.</p>

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups		
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	Ensuring that the transport network is accessible to all, including improved infrastructure at public transport hubs and stops, has a positive impact on this group		
People with caring Responsibilities			There is no specific impact
People with a disability	Ensuring that the transport network is accessible to all, including improved infrastructure at public transport hubs and stops, has a positive impact on this group		
Women or men			There is no specific impact
People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			There is no specific impact
Religion or belief (including lack of belief)			There is no specific impact
People who are lesbian, gay or bisexual			There is no specific impact
People who are transgendered			There is no specific impact
People who are in a marriage or civil partnership			There is no specific impact
Women who are pregnant /			There is no specific impact

	on maternity leave			
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	Enabling improved access to the transport network and connections to employment and health facilities will have a positive impact		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Providing healthier travel (particularly through improved walking and cycling infrastructure) environments will enable people to be naturally healthy		
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	<p>The investment opportunities through Regeneration of the Town Centres will be key to maximising the benefits of this transport investment. Not doing either could have negative consequences and worsen the impacts identified above.</p> <p>Not investing in a balanced transport network can have detrimental impacts on the public health agenda and targets across Torbay. Encouraging healthy mobility and ensuring journeys can be made sustainably with a choice for users is key.</p>		
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	<p>The Government Walking and Cycling Strategy promotes Council's to invest in Walking and Cycling infrastructure and to understand the need in the area. A lack of investment through the integrated transport funding would not be in support of the Government agenda.</p>		



Capital Scheme Business Case

Western Corridor Regeneration Scheme

Version:	1.2
Date:	August 2017
Author:	Adam Luscombe/Mark Hammett
Director/Executive Head:	Fran Hughes/ Anne-Marie Bond
Project Manager:	Ian Jones
Project Sponsor:	Adam Luscombe
Business Unit/Service:	Community and Customer services; and Business Services

1. Executive Summary

This proposal is a long standing commitment of the Council, having been present in previous and current Local Plan, covering the last 20 years, as well as within the Local Transport and Local Transport Implementation Plans.

The existing A380/A3022 Western Corridor is just one of two strategic routes linking Torbay north to south. However, often its congestion is such that it can take up to an hour to travel the 9 mile route, causing severe uncertainty for businesses, commuters, travellers, and very poor perceptions by visitors. The delay, over 5 minutes between off-peak and inter-peak and significantly more during peak periods, will further be increased if the developments planned in the emerging Local Plan take place including 4500 homes and thousands of jobs directly on the route west of Paignton. The South Devon Link Road (SDLR) is now in place and significant improvements to the Western Corridor will provide Torbay with a significant core arterial route to stimulate economic regeneration in west Paignton and Brixham.

Torbay's economy is underperforming and for too long has been over-reliant on seasonal and service sector employment such as tourism and retail and small light industrial enterprises. Coupled to this its unemployment levels are also high and rising and continue to exceed both the regional and national averages. The decline of larger electronic industries in the early part of the 21st century has resulted in an economy defined by low skilled, seasonal jobs with average salaries 13% lower than the regional average and 18% lower than the national average.

Despite the presence of excellent educational facilities in Torbay, such as South Devon College with its innovative Energy Centre situated on the Western Corridor, the lack of skilled and well paid job opportunities means that Torbay struggles to retain young skilled workers.

Therefore, any scheme that could provide confidence to business investors that Torbay has fast and dependable access routes would be beneficial as part of the wider strategy to support existing commercial enterprises as well as encouraging new investment in commercial initiatives that would create jobs and economic prosperity. With the SDLR now in place and doing its part in alleviating any major obstacles to economic growth in Torbay it is crucial that the Western Corridor does not become the next obstacle and that Torbay maximises its opportunities that the SDLR has created.

Improvements to the Western Corridor have appeared in the Local Plan for over 20 years, but funding has never been available to pursue any significant changes. However, funding from the Local Transport Board has now made the project a possibility.

The project is consistent with the outcomes and ambitions articulated in the council's Corporate Plan, Local Plan and Local Transport Plan.

The cost of the project is estimated to be £17,006,207 of which £7,300,000 will be funded via a contribution from the Heart of the South West Local Transport Board. The remainder of the

funding is from a mix of Government Grant, Council Resources, and Developer Contributions.

This business case seeks the approval to commit the “Additional Council Resources” from the Integrated Transport Block allocation to the value of £1,780,000.

It is anticipated that the project will deliver the following benefits:

Financial Benefits:

- Estimated £54m worth of non-cashable financial benefits for the Torbay area.

Non-Financial Benefits:

- A narrowing of the gap between the mean gross salary in Torbay (£22,053) compared to the rest of the South West region (£24,922) by 2022/23.
- Increased occupancy rates for retail units in Torbay by 2022/23.
- Reduction in Torbay’s economically active working age population unemployment rate by 2022/23.
- Index type of businesses in Torbay expanding by 2022/23.
- Average journey time delay on Western Corridor is less than 2 minutes during inter peak and less than 3 minutes during peak periods by 2019/20.
- Minimise socio and economic disruption in Torbay.
- Improved air quality on Western Corridor.
- Reduce flooding incidents on Western Corridor.

A range of options were considered for the project, and although the alternative options did provide some benefit, none afforded the scale of achievements or good fit to the objectives as the proposed scheme, satisfying them all fully. The Western Corridor Regeneration Scheme alone was identified as the only option that could unlock the barriers to growth in the west of Torbay.

The key risks associated with the project are:

- Unknown utility services.
- Adverse weather impacting on delivery.
- Increased costs on receipt of tenders.
- High level of traffic congestion caused by site works.
- Unexpected ground conditions.
- Loss of contractor or failure to appoint through the tender process.
- Impact of more traffic using the route following improvements reducing anticipated benefits.

2. Strategic Case – Is there a compelling reason to do this?

2.1 Scheme objective

The primary drivers of the project are:

Project (Please indicate all that)	Primary Driver that	Maintaining/Improving service delivery	Cost Avoidance	Cash Savings	Risk Avoidance	Delivering a Piece of
---------------------------------------	------------------------	--	----------------	--------------	----------------	-----------------------

apply)					Legislation
	X	X		X	

2.2 Key Objectives

The key objectives of the project are to:

Objectives	
Objective 1	Promote economic development by improving access to existing as well as planned employment, commercial, and housing development sites to the West of Paignton and through to Brixham.
Objective 2	Improve long distance accessibility of Paignton and Brixham, and the A385 area west of the Western Corridor, particularly to benefit business including non-tourism based, and create more robust and sustainable all year round economic base.
Objective 3	Improve journey times and trip reliability along the Western Corridor including public transport.
Objective 4	Improve the resilience of the Bay's transport network to predicted change in the climate, which could see incidence of flooding along the coastal road and subsequent closure rise significantly.
Objective 5	Provide good value for money to Torbay Council and tax payers.
Objective 6	Improve journey time reliability to and from Paignton and Brixham.

2.3 Statutory Framework

There is no legislative driver for the project, but it will need to comply with English and European law.

2.4 Policy Framework

Corporate Plan

The project meets the Mayor's ambition of creating a prosperous Torbay as it seeks to promote economic development by improving access to existing parts of Torbay as well as by stimulating new economic opportunities in the west of Paignton and Brixham.

In particular the project will support Targeted Action 2 (Working towards a more prosperous Torbay) in the Corporate Plan of which the following specific actions are relevant:

- Continue delivery of the Local Plan and associated growth.
- Deliver transport improvements around Torquay Gateway.

The project will also underpin the delivery of Targeted Action 5 (Ensuring Torbay remains an attractive and safe place to live and visit) by helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.

Local Transport Plan 2011-2026

A key tenet of the Local Transport Plan (LTP) is to deliver and support new development and

economic growth. The Local Transport Implementation Plan (2016 – 2021), which has been agreed by Council, advises that “Sustainable transport investment provides opportunities to improve the quality of public spaces and road junction improvement (supporting town centre Masterplans), improve road safety across the network for all users.”

It states that the benefits of investment in sustainable transport are well evidenced and positively impact on both economy and health for example:

- a healthier and more physically active population
- reduced air and environmental pollution
- reduced road traffic congestion and accidents
- reduced noise and vibration
- increased community well-being
- better functioning social support networks

Local Plan

The project supports the delivery of the following aspirations in Torbay Council’s Local Plan:

- Aspiration 1 – Secure economic recovery and success.
- Aspiration 2 – Achieve a better connected, accessible Torbay and critical infrastructure.
- Aspiration 4 – Create more sustainable communities and better places.
- Aspiration 5 - Respond to climate change.

2.5 Equality, Diversity and Deprivation

An Equality and Health Impact Assessment was undertaken in the production of the Local Transport Plan 2011-2026 and is available online at www.torbay.gov.uk/local-transport-plan.

2.6 Condition of the asset

The existing A380/A3022 Western Corridor is just one of two strategic routes linking Torbay north to south. However, often its congestion is such that it can take up to an hour to travel the 9 mile route, causing severe uncertainty for businesses, commuters, travellers, and very poor perceptions by visitors. The delay, over 5 minutes between off peak and inter peak and significantly more during peak periods, will further be increased if the developments planned in the emerging Local Plan take place including 4500 homes and thousands of jobs directly on the route west of Paignton. The SDLR is now in place and significant improvements to the Western Corridor will provide Torbay with a significant core arterial route to stimulate economic regeneration in west Paignton and Brixham.

Torbay’s struggling economy has several weaknesses and threats that improving connectivity via the regeneration of the Western Corridor will address including:

- Improving access to the Bay and its peripheral location, especially areas of West Paignton where planned development in the Local Plan is identified.
- Opening the area up to new markets, both inward and outward directions, thus improving local services and the local offer for all irrespective of access to a car.
- Low levels of flexibility & skills in the current local labour market, particularly higher level skills, are hampered by poor access.
- A lack of larger employers.

- Low GVA per head, linked to the decline in higher value employment and manufacturing.
- Increasing levels of deprivation and worklessness – in particular child poverty.
- Low (and decreasing) levels of job density.
- Ageing population.
- Lack of R&D and weak links with universities.
- Reputation as holiday destination rather than a business centre.
- High levels of economic inactivity and benefit claimants.
- Housing affordability.
- Struggling town centres, not helped by high levels of congestion.
- Continued reliance on Tourism and Hospitality sector (highest in the country).
- Dominance of part time and seasonal employment.
- Reliance on shrinking public sector employment with sustained government funding cuts.
- Impact of benefit reform.
- No university means a lack of graduate retention with 18-30 workers and young talent leaving the Bay to continue their education.
- Competition from other areas of the region, e.g., Exeter, Newton Abbot, Plymouth and Taunton, for funding and inward investment.
- Climate change and flood risk.
- Lack of investment in transport links.
- Investment incentives on offer elsewhere.

2.7 Scope of Project

The project consists of six related route improvements:

- Widening of A380 Kings Ash Road between Churscombe Cross and Spruce Way (Great Parks). This would consist of two lanes north bound and alterations to the existing Churscombe Cross junction, as well as a new shared use path. The future growth area around Great Parks, including up to 900 dwellings, would lead to increase in trips along this route and necessitate increased capacity requirements at the junction and along the road itself.
- Widening of A380 Kings Ash Road between Tweenaway Cross and Waterleat Road. This part of the scheme forms an extension of the Tweenaway Cross improvement already completed in the northerly direction. It will further increase the capacity of the Tweenaway Cross junction reducing congestion along Kings Ash Road.
- Widening of A3022 Brixham Road between Claylands Cross and Long Road. This part of the scheme will link the junction improvements already completed at Tweenaway and Claylands Cross to the existing junction at Yalberton Road and onto Roselands Drive. This completes an important link at the heart of the Western Corridor and one of the most important in the area's future economic growth by widening from a single lane to a two lane dual carriageway removing a short 'merge' bottleneck section between these junctions.
- Alterations to A3022/A379 'Windy Corner' junction, the meeting point of the two north/south routes between South Paignton and Torquay where they merge into a

- single route into/out of Brixham. This puts significant strain on the junction which requires upgrading to reduce delays that are increasingly spread throughout the day all year round
- Developer funded new junctions supporting development off Wilkins Drive and White Rock Way.

2.8 Benefits, Risks, Dependencies and Constraints

Benefits

The project will seek to deliver the following benefits:

Financial Benefits:

- Estimated £54m worth of non-cashable financial benefits for the Torbay area.

Non-Financial Benefits:

- A narrowing of the gap between the mean gross salary in Torbay (£22,053) compared to the rest of the South West region (£24,922) by 2022/23.
- Increased occupancy rates for retail units in Torbay by 2022/23.
- Reduction in Torbay's economically active working age population unemployment rate by 2022/23.
- Index type of businesses in Torbay expanding by 2022/23.
- Average journey time delay on Western Corridor is less than 2 minutes during inter peak and less than 3 minutes during peak periods by 2019/20.
- Minimal socio and economic disruption in Torbay.
- Improved air quality on Western Corridor.
- Reduce flooding incidents on Western Corridor.

Risks

The project has identified the following key risks which will require management during the project:

- Unknown utility services – The contractor will have contractual responsibility to identify services in the site area. A requirement for trial holes to locate service positions will be required as preliminary works, once the approximate locations of services have been provided by the appropriate utility company.
- Adverse weather – Contract conditions will pass responsibility to the contractor for allowance of disruption for adverse weather. The contractor would however have the opportunity to prove unseasonal weather conditions as a mitigating factor if an independent assessment proves such a case.
- High level of traffic congestion – The contractor will have a contractual responsibility to reduce the impacts of unusually high traffic congestion during the works.
- Ground conditions – The contract will require the contractor to carry out an assessment including trial excavations to assess ground conditions prior to construction. The Authority has carried out preliminary ground investigations at design stage. Unforeseen conditions will require contractual negotiation between client and contractor to ascertain any financial or time related affects.

- Loss of contractor – The loss of contractor would result in the authority undergoing an assessment of the residual value of the remaining works and consider whether these works can be completed under other term maintenance contracts under the Authorities control. There may however be a requirement for a full procurement if the values of the remaining work exceed standing order values.
- Reduced benefits of scheme caused by impact of more traffic – This has been modelled and the impact is not considered to be significant, and the anticipated benefits do take account of increases in traffic flow, however there is a risk that more users favour this route than has been modelled which could reduce benefits.
- Cost of scheme exceeding funding – proposals within this business case are intended to reduce this risk.

The project will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project.

Dependencies

The key dependencies of the project are as follows:

- Lack of resources - Torbay Council has agreed to fund design work in advance and has identified in-house resources, however, support will be provided by partnering Engineering Consultants where required.
- Acquisition of common land at Windy Corner - This is only a small element of the scheme and has been programmed to be implemented at the end of the project to allow time for the land transfer to take place. This is currently awaiting certificate issue from the Planning Inspectorate.
- Acquisition of land at Churscombe Cross - This work has been scheduled to take place towards the end of the project, and whilst the intention is to acquire the land by negotiation, a Compulsory Purchase Order (CPO) has been approved and will be used if required. Negotiations with all parties are progressing well and all land plots have been accessed for initial works.

Constraints

The project has the following key constraints:

- For any preliminary works the Authority's partner contractor will be used. This will include minor highway improvement works and investigatory works for any sections of the project with an individual value up to £250,000 in accordance with the Authority's Financial Regulations.
- The Authority has a framework (Highways and Urban Design Scheme Framework) in place, which will be applicable for individual sections of the project up to a maximum value of £5m and will be available for use for the contracts within this project. The framework will provide a pre-qualified selective tender list, which will meet the requirements of the Authority's Financial Regulations and ensure that the requirements in relation to the OJEU process have been satisfied in advance. The use of this framework ensures that procurement can take place at an early stage to commence the physical works. Tender documents will be produced by the Authority's in house Engineering Services Team with the advice of its Procurement Team. The

successful contractors will be appointed on a combination of 70% cost and 30% quality assessment.

- There are constraints related to lead in times for orders to divert public utilities apparatus for which there is not anticipated to be any delay and timings are factored into the delivery timetable for the project.
- The Council’s Strategic Appraisal Officer has undertaken an Environmental Screening Report and found that the scheme does not fall within Schedule 1 of the Environmental Impact Assessment (EIA) Regulations and would not therefore require a mandatory EIA. The proposal however falls within the definition of development that may require an EIA as described in Schedule 2 of the above mentioned Regulations in that it is a type that is described in part 13 (b) of that schedule. A Construction Environmental Management Plan will be produced which will follow best practice in European and UK environmental standards. This will mitigate against impacts related to noise and vibration, air quality, landscape and visual impact.

3. Socio-Economic Case – Does the change give us value for money?

3.1 Critical Success Factors

The key critical success factors of the project are as follows:

- Removing barriers to access will encourage inward investment and show the Council is able to support economic regeneration.
- The Western Corridor Regeneration Scheme will support the benefits of the SDLR, opening up the area to movement of goods and services into / out of the Bay, and enabling better connectivity for attracting and retaining skilled workforce.
- Removing barriers and improving free flow along the corridor will cut queues, and assist all traffic including buses to move in more consistent patterns providing travellers with confidence in the network.
- It will provide a quality, resilient, and consistent route north to south across the Bay, removing considerable traffic off the coastal route as well as reducing its relevance as a key route to avoid delays on the Western Corridor. As sea levels rise and storm events increase, this route is likely to suffer increased disruption and with an efficiently operating Western Corridor, business and everyday life can operate “as normal”.
- Removing barriers to access will attract inward investment, creating new jobs and associated economic benefits that will support economic regeneration.

3.2 Options Appraisal

The detailed options appraisal or Options Appraisal Report (OAR) is available online at <http://heartofswlep.co.uk/lrb-scheme-business-cases>. However, a brief overview of the options considered is outlined in the table below:

Options considered	Brief explanation of options (including justifying options exclusion where applicable)
1. Do Nothing	This option would progressively worsen the situation

	and restrict growth in Torbay.
2. Full Western Corridor Regeneration Improvements	Junction and link improvements along the A380 between Churscombe Cross and Windy Corner. This realises all junction and link improvements modelled by the Torbay Saturn 2010 Model refresh. It includes junctions at Spruce Way and White Rock to be provided by developers and not modelled by the 2010 study, but covered by a further refresh in 2013. The scheme will reduce journey times on the western corridor and whole Torbay network, improving reliability and improvement economic competitiveness whilst attracting inward investment.
3. Low cost minor improvements to Western Corridor	Delivery of Windy Corner improvements; Tweenaways to Waterleat Road improvement capacity works; and duelling Yalberton junction to Yannons Farm. This scheme will reduce journey times on the Western Corridor, unlocking delays at the specific points. Impact on the economic competitiveness and ability to attract inward investment still constrained by delays and journey time unreliability that would continue to exist along route as a whole.
4. A3022 Coast Road improvements	Junction improvements on A3022 and A379. Will reduce journey times on Torbay network as a whole and distribute traffic across routes. Does not directly unlock key growth sites in West of Paignton.
5. Outer Ring Road	New road to the west of Great Parks. The scheme will reduce journey times and improve reliability as well as the economic competitiveness and attracting inward investment. There would be significant financial, landscape and biodiversity costs to consider. The scheme would take considerable time to deliver and may face considerable opposition. The scheme would exceed the Growth Deal funding opportunity.
6. Demand Management (Smarter Choices)	Smarter choices package. This will reduce demand for travel if carried out effectively however, difficult to specifically target users of the Western Corridor which will reduce immediate impact.
7. Bus Improvements	High quality bus corridor between Kerswell Gardens and Brixham. Due to existing success, and journey times associated with the route, bus patronage would not be expected to realise the potential of the improvised highway connections by attracting sufficient existing car users.

8. Rail Improvements	Improve the stations and interchange facilities with other modes. This would not realise the benefits needed to meet the scheme objective.
9. Walking Improvements	Ensure suitable walking links between new and existing development along Western Corridor. This proposal is recommended but would only serve to remove the shortest journeys on the network. Impact is therefore reduced and delays and unreliability along whole route would still exist.
10. Cycling Improvements	Developing a high quality cycle route along the length of the Western Corridor. This would add significant value and should be incorporated where possible. However, alone it would not have sufficient impact. To maximise benefit it would also need to be considered as a wider network of cycle routes with onward connections to Kerswell Gardens and Brixham.

3.3 Preferred Option

Using an initial sifting assessment, how all options (identified in Section 3 of the OAR) met the policy objectives for the scheme (Section 4.1 of the OAR) was considered, and although the alternative options did provide some benefit, none afforded the scale of achievements or good fit to the objectives as the proposed scheme, satisfying them all fully. Option 2 to provide improvements along the entire route was identified as the only option that could unlock the barriers to growth in the west of Torbay.

3.4 Value for Money

It is anticipated that the project will generate £54m of non-cashable financial benefits from decreased travel time, vehicle operating costs, indirect tax, reduction in accidents and reduced carbon emissions. Therefore, the scheme returns more than £4 for every £1 invested and represents very high value for money.

4. Financial Case – Can we afford to pay for the solution?

4.1 Financial Investment

The anticipated total cost of the project is estimated to be £17,066,207 of which £7,300,000 will be funded via a contribution from the Heart of the South West Local Transport Board. The remainder of the funding will be through secured and unsecured budget. The funding is broken down as follows:

LEP Growth Deal Funding	£7,300,000
DfT Pinch Points Funding	£1,050,000
Council Resources Committed	£637,832
Additional Council Resources	£1,780,000
Developer Contributions Secured	£1,127,090

Developer Contributions Unsecured	£500,000
LEP Growth Deal Funding Unsecured	£950,000
Developer Funded Works	£3,671,285
	£17,006,207

The remains a shortfall in funding of £338,509. It is intended that this will be accounted for through savings in the scheme as design progresses on later phases and works are completed (removing risk and contingency) on earlier phases. There is currently a combined risk and contingency of over £1,000,000 within the project estimate.

This business case seeks the approval to commit the “Additional Council Resources” from the Integrated Transport Block allocation to the value of £1,780,000. This will allocate a total of £2,000,000 from the integrated transport block.

The committed Council resources are a combination of previously approved funding and develop contributions.

There are risks with the funding profile which are:

- Further Growth Deal funding not being approved – this funding is sought from savings made on the Torquay Gateway LEP supported scheme. It is hoped that the Local Transport Board and LEP Board will look favourably on the request.
- Further Developer Contributions not forthcoming – this is considered to be a low risk but until Section 106 agreements are signed, the risk remains.
- Additional Council Resources not be approved – without the additional Council resources the final sections of the scheme will not be able to be delivered within the existing funding envelope.
- Savings on Risk and Contingency not forthcoming – this is considered to be a low risk. Once tenders are received the contingency level can be reduced, as works progress the risk and contingency will be continually monitored.

4.2 Financial Savings

The project is not anticipated to deliver any cashable financial savings to Torbay Council, but will deliver non-cashable financial benefits to the area of Torbay in the region of £54m.

4.3 Ongoing financial implications

The project is not anticipated to have any ongoing financial implications. New, modern, highway surfacing reduces the need for maintenance that would otherwise have been necessary.

5. Commercial Case – Does the project fit with the organisations commercial strategy?

5.1 Commercial and Procurement Strategy

For any preliminary works the Authority’s partner contractor will be used. This will include minor highway improvement works and investigatory works for any sections of the project with an individual value up to £250,000 in accordance with the Authority’s Financial

Regulations.

The Authority has a framework (Highways and Urban Design Scheme Framework) in place, which will be applicable for individual sections of the project up to a maximum value of £5m and will be available for use for the contracts within this project. The framework will provide a pre-qualified selective tender list, which will meet the requirements of the Authority's Financial Regulations and ensure that the requirements in relation to the OJEU process have been satisfied in advance. The use of this framework ensures that procurement can take place at an early stage to commence the physical works.

Tender documents will be produced by the Authority's in-house Engineering Services Team with the advice of its Procurement Team. The successful contractors will be appointed on a combination of 70% cost and 30% quality assessment.

5.2 Personnel Implications (including TUPE)

The schemes will be managed by in-house technical staff where possible. Additional resources may be required at certain periods during the design, procurement and supervision stages and these will be provided by the Authority's partner consultant under its existing contract arrangements.

There is no requirement to employ additional staff to assist with this scheme and therefore there are no TUPE issues to consider.

6. Management Case – Are we confident we can deliver the solution?

6.1 Project Management Arrangements

The scheme preparation will be managed by Torbay Council's in-house team which incorporates design expertise from the Engineering Services Team and a client function from the Highways Management Team. The Engineering team will also manage the procurement and contract management function and provide the technical site supervision. The majority of skills required to implement a scheme of this size already exists within the teams.

The assessment of the commercial and strategic aspects of the project are managed by Torbay Council's in house Strategic Transportation Planning Team with expert assistance being provided by the Authority's partner consultant Jacobs Engineering UK Ltd.

The TDA will also provide expertise for certain aspects of the project management and Construction Design and Management co-ordination.

The programming and reporting will be in accordance with the PRINCE2 Methodology. The business case programme will be developed further with work packages developing and progress will be regularly monitored against the programme. The Project Delivery Board has overall responsibility for the outcome of the project while delegating day to day management to the Project Manager. Good reporting structures keep the Project Delivery Board (and all other interested parties) informed and involved. The Project Manager will produce a highlight report on a quarterly basis which will provide the Project Delivery Board with summary

information about the status of the project. The highlight report will inform the Board about progress against the agreed programme and expenditure against the expenditure profile. The highlight report will also include an updated risk register. Should significant issues arise between the quarterly reports the Project Manager will raise these issues to the Board using the exception report.

The **Project Sponsor** will be Fran Hughes, Assistant Director – Community and Customer services who will be personally responsible for the success of the project.

The **Project Manager** will be Ian Jones, Highways Manager who will be given the authority and responsibility to manage the project on a day-to-day basis.

6.2 Evidence of Delivering Similar Projects

Torbay Council has completed the Tweenaway Cross junction improvement at a value of £4.8m which is an example of where Department of Transport funding was granted and a scheme was fully delivered within a very short timescale and within budget. This scheme was designed in outline with some sections designed in detail to allow early commencement of the first phase. The project was delivered over two winters to allow traffic to not be disrupted over the busy summer period. The project was also approved in advance through the Local Transport Plan. Evaluation of the project has shown that journey times through the junction have reduced by up to 50% at peak times.

Torbay Council was also in a joint partnership with Devon County Council to deliver the South Devon Link Road. This was a £109 million project to provide a 5.5km dual carriageway between Newton Abbot and Torbay. This project was developed in advance which allowed project commencement immediately after approval of the funding.

6.4 Communications and Stakeholder Management

The current Local Transport Plan, which includes this project, was subject to a full consultation with affected stakeholders prior to its adoption in 2011. Improvements to the Western Corridor Route have appeared in the Local Plan and have therefore been local policy since at least 1995.

Statutory Consultees will be informed of the scheme and any potential disruption to this major route.

Torbay Council has a Corporate Communications Policy in place for all highway works and will use Torbay Council's Communications team to ensure that regular statements are issued to consultees and to local media.

Torbay Council will publish details of the scheme on its website and will keep information regularly updated. A sign board with information on the project will be erected in a prominent position near to the proposed works.

Torbay Council Highways team already operate a road works report system which is automatically sent to transport operators, emergency services on a weekly basis and is

published on its website.

6.5 Milestones

Milestone	Date	Dependency/Interface
Churscombe Cross to Spruce Way - Scheme Completion	December 2017	Currently on site working to programme. Weather dependent.
Yalberton Road Junction – Start on site	October 2017	Confirmation of funding from Council and LEP enabling award of contract.
Yalberton Road Junction – Scheme completion	Autumn 2018	Dependent on utility providers delivering to programme and confirmation of funding to allow for contract award. Subject to usual highway work risks.
Windy Corner – Start on site	Spring 2018	Confirmation of funding, award of tender, completion of design work.
Windy Corner – Scheme completion	Winter 2018	Dependent on completion of design work and award of tender. Subject to usual highway work risks.

6.6 Project Assurance

Project assurance will be implemented via the two tiers of project governance, these being:

- Corporate Board (higher tier); and
- Project Delivery Board (lower tier).

7. Capital Scoring Matrix

7.1 Capital Projects Assessment Criteria

The scheme has been scored using the Capital Projects Assessment Criteria which can be found below:

1 Statutory Status: includes support of a statutory Service requirement		Possible Weightings	
3 points	Meets a specific immediate or forthcoming statutory requirement	factor = x	3
2 points	Meets an underlying statutory duty	Max score	9
1 point	Meets a discretionary requirement		
0 points	no indication of status	Score	3

2 Corporate Plan Priorities

3 points	Specifically identified in Corporate Plan	factor = x	2
2 points	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	Max score	6
1 point	Generally supports specific Actions or outcomes		
0 points	Will not deliver any identified outcomes	Score	6

3 Mayoral Promises (per Manifesto)

3 points	Identified as a specific Action or directly supports a number of specific outcomes	factor = x	1
2 points	Generally supports specific Actions or outcomes	Max score	3
1 point	Broadly related to achieving outcomes		
0 points	Will not deliver any identified outcomes	Score	3

4 Equality , Diversity & Deprivation Issues

3 points	Will achieve improvement in 3 issues	factor = x	1
2 points	Will achieve improvement in at least 1 issue	Max score	3
1 point	Possibility of improvement in at least 1 issue		
0 points	No demonstrated improvement in any issues	Score	3

5 Condition, Health and Safety risk and Strategic Importance of Asset Issues

3 points	Expenditure on asset will reduce impact of 3 issues	factor = x	1
2 points	Expenditure on asset will reduce impact of at least 1 issue	Max score	3
1 point	Expenditure will have a possibility of reduced impact in at least 1 issue		
0 points	No demonstrated impact on any issues	Score	3

6 Outcomes, Added Value, Cross-service benefit

3 points	Good - Large number of beneficiaries / target groups (>25,000)	factor = x	1
2 points	Satisfactory - Significant number of beneficiaries / target groups (10,000-25,000)	Max score	3
1 point	Fair - Reasonable number of beneficiaries / target groups (1,000-10,000)		
0 points	Poor - Few beneficiaries / target groups (<1,000)	Score	3

7 Risk to Community of NOT doing (i.e. identified in Risk Register)

3 points	High Risk (9-16)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	Low Risk (1-4)		
0 points	no Risk identified	Score	4

8 Risk of Doing (Can project be delivered?) - achievability, timescale, resources required

3 points	Low Risk (1-4)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	High Risk (9-16) with Mitigation		
0 points	High Risk (9-16) with no Mitigation	Score	6

9 Quality of Business Plan

3 points	Option proposed demonstrates a strong case based on full assessment of the options	factor = x	2
2 points	Reasonable case with some assessment of the options	Max score	6
1 point	Basic case presented		
0 points	Weak case with no comparison of options	Score	6

10 Potential to generate future investment return

3 points	Considerable additional net revenue income stream meets both £100k pa and > 25% of project cost)	factor = x	5
2 points	Moderate additional net revenue income stream (meets both £50k - £100k pa and 10-25% of project cost)	Max score	15
1 point	Small additional net revenue income stream (meets both <£50k pa and < 10% of project cost)		
0 points	No potential net revenue income	Score	0

11 Ongoing revenue costs over the life of the asset

2 points	Revenue saving or income exceeds borrowing and running costs	factor = x	2
1 points	Revenue saving or income exceeds running costs	Max score	4
0 points	Additional costs can be met solely from within existing resources		
-2 points	Additional on going resources required over existing budgets	Score	4

12 Specific External resources to support scheme (including Regional funding)

3 points	Specific (ring fenced) funding requires no additional Council funds	factor = x	4
2 points	Specific (ring fenced) funding and requires Council funds of both 10% match funding or up to £250k	Max score	12
1 point	Specific (ring fenced) funding and requires Council funds of both 50% match funding or between £250-500k		
0 points	Specific (ring fenced) funding but requires Council funds of both 75% match funding or > £500k	Score	12

13 Deprivation Critical Factor

1 points	Project is able to reduce the level of deprivation within Bay	factor = x	5
0 points	Project does not impact or has minimal impact on reducing the level of deprivation within Bay	Max score	5
		Score	5

Max score	81
Score	58



Strategic Capital Scheme Business Case

Junction upgrade at Torbay Road / Rathmore Road,
Torquay – Design and Scheme Development

Version:	1.1
Date:	August 2017
Author:	Ian Jones
Director/Executive Head:	Frances Hughes
Project Manager:	Ian Jones
Business Unit/Service:	Community and Customer Services.

1. Strategic Case – Is there a compelling reason to do this?

1.1 Scheme objective

The primary drivers of the project are:

Project Primary Driver (Please indicate all that apply)	Maintaining/Improving service delivery	Cost Avoidance	Cash Savings	Risk Avoidance	Delivering a Piece of Legislation
		Yes	Yes	Yes	Yes

1.2 Key Objectives

The key objectives of the project are to:

Objectives	
Objective 1	To develop proposals to implement a highway junction improvement scheme to reduce traffic congestion on Torquay sea front and improve pedestrian and cycle safety issues to detailed design stage and to undertake applications to bid for appropriate funding to fully implement.
Objective 2	To develop improved pedestrian connectivity between Torquay Railway Station and Torquay sea front including improved linkages to onward public transport facilities.
Objective 3	To produce a scheme and develop proposals to a 'shovel ready' position to enable further progression within future funding bid processes for scheme implementation.
Objective 4	To support to Mayoral direction to consider the removal of traffic signals.
Objective 5	To support the objective of improved use of sustainable transport by considering the issues of pedestrians, cyclists and public transport users.
Objective 6	To develop an improved public space proposal at one of the main entry points to Torbay's sea front amenity areas.

1.3 Statutory Framework

There is no legislative driver for the project, but it will need to comply with English and European law.

The Council has a number of statutory responsibilities relating to highways management:

- Transport Act 2000 (and Transport Act 2008 Amendment).
- Highways Act 1980.
- Countryside and Rights of Way Act 2000.
- Road Traffic Regulation Act 1984.
- New Roads and Street Works Act 1991.
- Traffic Management Act 2004.

However, within the Highways Act there is no definition on the level of maintenance required and national code of practice provide the standards we adhere to.

1.4 Policy Framework

Corporate Plan

The development and implementation of this proposal supports the following targeted actions within the Corporate Plan:

- Promoting healthy lifestyles across Torbay.
- Ensuring Torbay remains an attractive and safe place to live and visit.

Local Transport Plan 2011-2026

A key tenet of the Local Transport Plan (LTP) is to deliver and support new development and economic growth. The Local Transport Implementation Plan (2016 – 2021), which has been agreed by Council, advises that “Sustainable transport investment provides opportunities to improve the quality of public spaces and road junction improvement (supporting town centre Masterplans), improve road safety across the network for all users.”

It states that the benefits of investment in sustainable transport are well evidenced and positively impact on both economy and health for example:

- a healthier and more physically active population
- reduced air and environmental pollution
- reduced road traffic congestion and accidents
- reduced noise and vibration
- increased community well-being
- better functioning social support networks

Local Plan

The project supports the delivery of the following aspirations in Torbay Council’s Local Plan:

- Achieve a better connected, accessible Torbay and essential infrastructure.
- Protect and enhance a superb environment.

Supplementary Planning Documents (SPD)

Healthy Torbay SPD – The proposal encourages walking, cycling and other active travel; the project will make it safer to undertake journeys.

1.5 Equality, Diversity and Deprivation

The proposal supports Equality Issues by ensuring an improved environment for vulnerable road users and non-motorised vehicle users.

1.6 Condition of the asset

The traffic signals were installed in 1987 and whilst they are currently in reasonable working order, the apparatus is reaching the end of its residual life and becoming more difficult to maintain.

The condition of the public highway at this location is in a fair condition, however the carriageway is suffering from the effects of a deteriorating reinforced concrete road base, which is now in excess of 70 years old.

An investment into the junction would remove a significant maintenance liability from the authority, which is likely to become apparent within 5 years.

1.7 Scope of Project

The project relates to the development of a revised and improved junction arrangement to the Torbay Road/Rathmore Road junction, Torquay by using funding from the Integrated Transport Capital allocation to fund the outline design, detailed design and any funding applications, with a view to future implementation.

The project is proposing the removal of the existing traffic signal arrangement to the junction, which with the implementation of a new roundabout arrangement, provides an opportunity to improve the connectivity between the public transport hubs at Torquay Railway Station and Torquay sea front, improve the access for cyclists by providing an alternative to using the main carriageway, whilst having limited impact on traffic congestion.

Traffic modelling has demonstrated that this junction can operate effectively as a simple roundabout junction within predicted traffic levels at peak times. The revised junction also provides a regeneration opportunity at this high profile sea front location.

The project within this business case does not have any specific funding provision, however in order to access future funding opportunities, a scheme will need to be developed to ensure that the authority is in a position to bid with a 'shovel ready' scheme. The proposal therefore at this time is to request £50,000 capital funding provision from the Integrated Transport Block to fund the outline and detailed design processes.

Should the development work prove successful in obtaining future funding for implementation, there may be a requirement for the authority to provide some match funding of which development costs can be used to support.

1.8 Benefits, Risks, Dependencies and Constraints

Benefits

The project will seek to deliver the following benefits:

Financial Benefits

- The production of a fully designed and costed scheme will provide the basis for future capital bid opportunities to fund this scheme.
- The implementation of the scheme would remove the maintenance liability of ageing traffic signal apparatus and carriageway and footway surfacing within the junction.

Non-Financial Benefits

- The scheme, when implemented, will provide improved connectivity between Torquay Railway Station and Torquay sea front giving visitors and commuters an improved experience of accessing sustainable transport options and the sea front amenity areas.

- The scheme, when implemented, will provide an improved cycle facilities within the sea front area.
- The scheme, when implemented, will provide improved traffic flow at 'off peak' times, whilst having no detrimental effect to 'peak traffic' flows.
- The scheme, when implemented, will improve pedestrian links to the South West Coast Path.
- The scheme can be further developed as part of any future regeneration of the remaining Torquay sea front to town centre links.

Risks

The project has identified the following key risks which will require management during the project:

- The designed scheme may not meet the criteria for any future capital funding opportunities, or applications for appropriate opportunities may not be successful.
- If no future funding stream can be secured, there may be a requirement to back fund the design costs from the authority's revenue funding stream.
- If funding cannot be secured for the scheme implementation within 5 years, it is likely that the authority will incur maintenance costs to replace defective signal apparatus or highway surfacing in order to meet its statutory obligations to maintain the highway.
- The predicted costs of undertaking the implementation of the scheme may deem the improvement unviable compared to a simple signal replacement scheme.
- The design process may identify issues with public utility apparatus or other underground structure or hazard that may affect the viability of the scheme.
- Any successful funding application may require the authority to provide some level of 'match funding', for which with other budget pressures may not be available.
- The scheme on implementation may not provide some or all of the benefits predicted for this improvement.

The project will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project. A risk register is a requirement of any funding application.

Dependencies

The key dependencies of the project are as follows:

- That there are sufficient resources within Torbay Council and the TDA to undertake the production of the scheme design.
- That there will be no loss of political support for the scheme during any funding bid process.
- That appropriate funding opportunities will be forthcoming from central government or other capital funding source.

Constraints

The project has the following key constraints:

- The project within this Business Case is restricted to outline and detailed design and any opportunity to bid for capital funding. There is currently no budget in place for the construction costs.
- That the needs of all highway users form part of the proposals and not prioritised as an improvement for motorised traffic.
- That underground services such as public utilities, unexpected ground conditions or other structure can be avoided, protected or diverted as part of the scheme.
- That any preliminary site works or investigative excavation works are carried out outside of peak holiday times.

2. Financial Case – Can we afford to pay for the solution?

2.1 Financial Investment

The project is requesting £50,000 from the Integrated Transport Capital block to fund the outline design, detailed design and funding applications for the construction costs related to this scheme.

The project will also fund a detailed estimate of the construction costs, which are likely to be in excess of £500,000 for this scheme, however the design process may give an opportunity to consider some alternative options.

The costs requested under this business case will serve as the investment required to provide a ‘shovel ready’ scheme that can be included in any appropriate fund bid processes. Without undertaking the scheme development process, funding bids will be unlikely to be considered. It is also likely that this investment can be identified as part of any match funding requirement within any funding application.

2.2 Financial Savings

There are no savings as a result of the design process for this scheme.

However the scheme, when implemented, is likely to save the authority approximately £200,000 in replacement costs for ageing traffic signal apparatus and defective highway surfacing in the area. The scheme will also save ongoing maintenance and energy costs associated with maintaining a signalised junction.

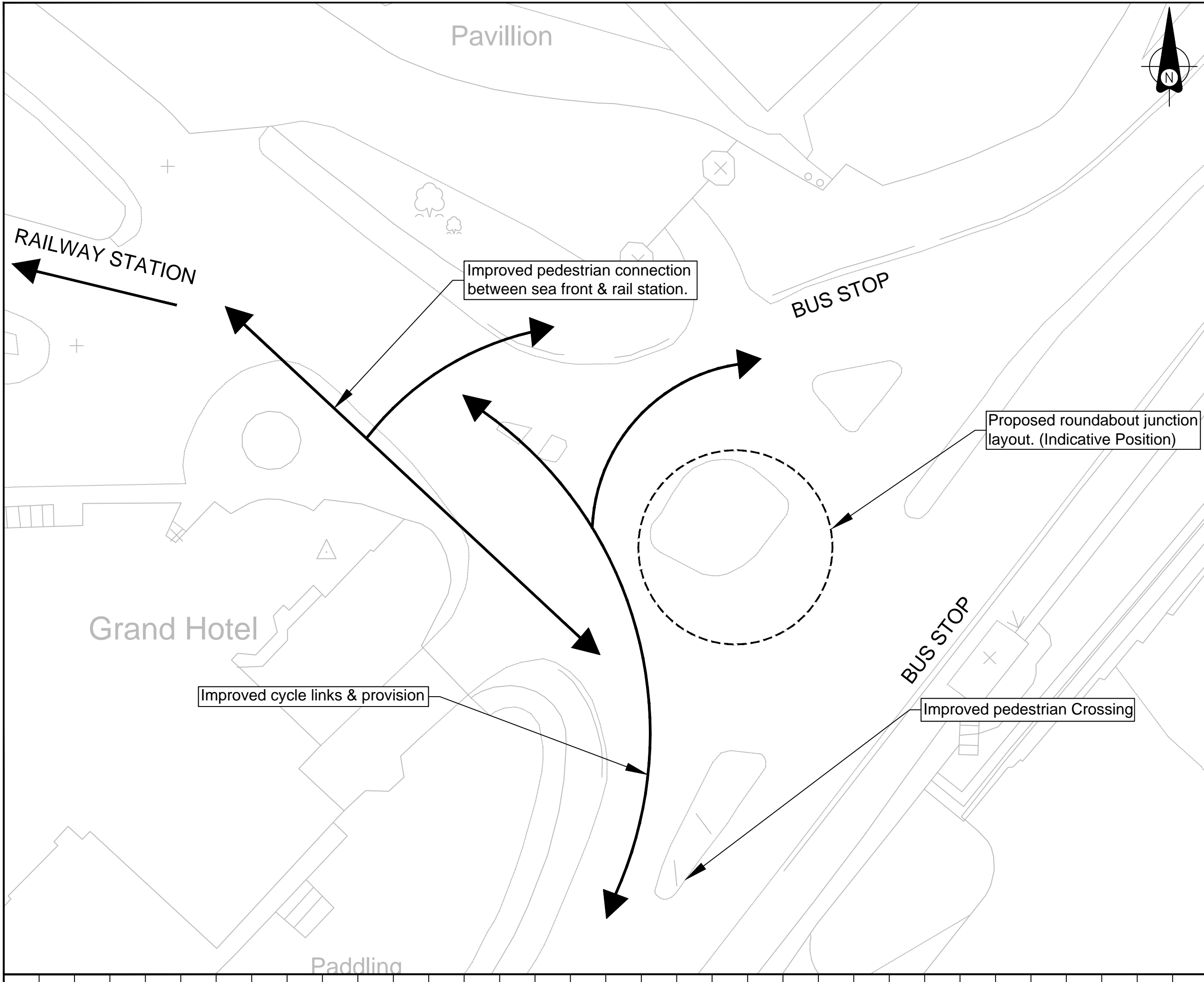
2.3 Ongoing financial implications

The junction will be subject to normal maintenance costs over its residual life including cyclic maintenance costs. Any high profile planting within the proposed roundabout may incur some additional maintenance costs.

3 Appendices

Appendix 1 – Capital Scoring Matrix for Scheme.

Appendix 2 – Location Plan.



REVISIONS				
no.	date	By	Checked	details

NOTES	
no.	details

drawn	LS	scale(s)	NTS
checked	IJ	date	JULY 2017

FRANCES HUGHES,
 ASSISTANT DIRECTOR,
 COMMUNITY & CUSTOMER SERVICES,
 TOWN HALL,
 TORQUAY,
 TQ1 3DR.

SCHEME TITLE

APPENDIX 2
 TORBAY ROAD, RATMORE
 TORQUAY.

DRAWING TITLE

LOCATION PLAN FOR
 PROPOSED JUNCTION
 IMPROVEMENT.

drawing number	**/*/* **	rev.	-
----------------	-----------	------	---

Appendix 1 – Capital Scoring Matrix – Torbay Road/Rathmore Road, Torquay – Junction Improvement Development.

Capital Projects Assessment Criteria

**Possible
Weightings**

1 Statutory Status: includes support of a statutory Service requirement

3 points	Meets a specific immediate or forthcoming statutory requirement	factor = x	3
2 points	Meets an underlying statutory duty	Max score	9
1 point	Meets a discretionary requirement		
0 points	no indication of status	Score	3

2 Corporate Plan Priorities

3 points	Specifically identified in Corporate Plan	factor = x	2
2 points	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	Max score	6
1 point	Generally supports specific Actions or outcomes		
0 points	Will not deliver any identified outcomes	Score	2

3 Mayoral Promises (per Manifesto)

3 points	Identified as a specific Action or directly supports a number of specific outcomes	factor = x	1
2 points	Generally supports specific Actions or outcomes	Max score	3
1 point	Broadly related to achieving outcomes		
0 points	Will not deliver any identified outcomes	Score	2

4 Equality , Diversity & Deprivation Issues

3 points	Will achieve improvement in 3 issues	factor = x	1
2 points	Will achieve improvement in at least 1 issue	Max score	3
1 point	Possibility of improvement in at least 1 issue		
0 points	No demonstrated improvement in any issues	Score	2

5 Condition, Health and Safety risk and Strategic Importance of Asset Issues

3 points	Expenditure on asset will reduce impact of 3 issues	factor = x	1
2 points	Expenditure on asset will reduce impact of at least 1 issue	Max score	3
1 point	Expenditure will have a possibility of reduced impact in at least 1 issue		
0 points	No demonstrated impact on any issues	Score	2

6 Outcomes, Added Value, Cross-service benefit

3 points	Good - Large number of beneficiaries / target groups (>25,000)	factor = x	1
2 points	Satisfactory - Significant number of beneficiaries / target groups (10,000-25,000)	Max score	3
1 point	Fair - Reasonable number of beneficiaries / target groups (1,000-10,000)		
0 points	Poor - Few beneficiaries / target groups (<1,000)	Score	1

7 Risk to Community of NOT doing (i.e. identified in Risk Register)

3 points	High Risk (9-16)	factor = x	2
----------	------------------	------------	----------

2 points	Medium Risk (5-8)	Max score	6
1 point	Low Risk (1-4)		
0 points	no Risk identified	Score	2

8 Risk of Doing (Can project be delivered?) - achievability, timescale, resources required

3 points	Low Risk (1-4)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	High Risk (9-16) with Mitigation		
0 points	High Risk (9-16) with no Mitigation	Score	4

9 Quality of Business Plan

3 points	Option proposed demonstrates a strong case based on full assessment of the options	factor = x	2
2 points	Reasonable case with some assessment of the options	Max score	6
1 point	Basic case presented		
0 points	Weak case with no comparison of options	Score	4

10 Potential to generate future investment return

3 points	Considerable additional net revenue income stream meets both £100k pa and > 25% of project cost)	factor = x	5
2 points	Moderate additional net revenue income stream (meets both £50k - £100k pa and 10-25% of project cost)	Max score	15
1 point	Small additional net revenue income stream (meets both <£50k pa and < 10% of project cost)		
0 points	No potential net revenue income	Score	0

11 Ongoing revenue costs over the life of the asset

2 points	Revenue saving or income exceeds borrowing and running costs	factor = x	2
1 points	Revenue saving or income exceeds running costs	Max score	4
0 points	Additional costs can be met solely from within existing resources		
-2 points	Additional on going resources required over existing budgets	Score	5

12 Specific External resources to support scheme (including Regional funding)

3 points	Specific (ring fenced) funding requires no additional Council funds	factor = x	4
2 points	Specific (ring fenced) funding and requires Council funds of both 10% match funding or up to £250k	Max score	12
1 point	Specific (ring fenced) funding and requires Council funds of both 50% match funding or between £250-500k		
0 points	Specific (ring fenced) funding but requires Council funds of both 75% match funding or > £500k	Score	12

13 Deprivation Critical Factor

1 points	Project is able to reduce the level of deprivation within Bay	factor = x	5
0 points	Project does not impact or has minimal impact on reducing the level of deprivation within Bay	Max score	5
		Score	0

Max score	81
Score	39



Capital Scheme Strategic Business Case

Health Mobility/Access for All Project

Version:	1.2
Date:	August 2017
Author:	Adam Luscombe/Mark Hammett
Director/Executive Head:	Anne-Marie Bond / Kevin Mowat
Project Manager:	Adam Luscombe
Business Unit/Service:	Business Services

Introduction

The Strategic Business Case is the first major step in developing a project or programme and is used as an early check by decision-makers to decide whether to invest more resources to develop an Outline Business Case which will present the costs and benefits in more detail. The Outline Business Case will then develop into the Full Business Case for delivery and implementation.

1. Strategic Case – Is there a compelling reason to do this?

1.1 Scheme objective

The project seeks to deliver schemes that improve the built environment for those members of the population with reduced mobility, as well as the delivery of schemes that promote walking and cycling as a means of transportation in Torbay. Whilst central government had not required local authorities by law to improve cycling and walking facilities, it has requested local government to prepare a Cycling and Walking Investment Plan.

In line with the Capital Corporate Strategy agreed by Full Council on 9 February 2017 a Capital Scoring Matrix has been undertaken for this project and is included at Appendix 1 to aid the decision-making process on whether to proceed with the project.

The primary drivers of the project are:

Project Primary Driver (Please indicate all that apply)	Maintaining/Improving service delivery	Cost Avoidance	Cash Savings	Risk Avoidance	Delivering a Piece of Legislation
	X	X			

1.2 Key Objectives

The key objectives of the project are to:

Objectives	
Objective 1	Reduce burden on maintenance funding.
Objective 2	Meet the corporate priorities.
Objective 3	Provision of dropped kerbs and pavement improvements to support people with reduced mobility around the Bay.
Objective 4	Development of cycleway – Goodrington to Brixham.
Objective 5	Development of cycleway – Torquay Harbour to St. Marychurch cycleway.
Objective 6	Improvements to existing cycleways.
Objective 7	Improvements to pedestrian crossing facilities at key junctions.
Objective 8	Step-free access between rail platforms at Torquay and Torre stations.

1.3 Statutory Framework

There is no legislative driver for the project, but it will need to comply with English and

European law.

The Council has a number of statutory responsibilities relating to highways management:

- Transport Act 2008 (and Transport Act 2008 amendment).
- Highways Act 1980.
- Countryside and Rights of Way Act 2000.
- Road Traffic Regulation Act 1984.
- New Roads and Street Works Act 1991.
- Traffic Management Act 2004.

However, within the Highways Act there is no definition on the level of maintenance required and national codes of practice provide the standards the Council adheres to.

1.4 Policy Framework

Corporate Plan

The project supports the following elements of the Corporate Plan:

The project meets the Mayor's ambition of creating a healthy Torbay as it seeks to address and tackle lifestyle issues in Torbay's population which can cause ill health.

In particular the project will support Targeted Action 2 (Working Towards a more Prosperous Torbay) by helping to deliver the Corporate Capital Plan and Targeted Action 3 (Promoting healthy lifestyles across Torbay) by helping to deliver the Healthy Weight Strategy and Physical Activity Strategy to increase activity and reduce sedentary behaviour in adults and children.

The project will underpin the delivery of Targeted Action 4 (Ensuring Torbay remains an attractive and safe place to live and visit) by helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.

Local Transport Plan 2011-2026

A key tenet of the Local Transport Plan (LTP) is to deliver and support new development and economic growth. The Local Transport Implementation Plan (2016 – 2021), which has been agreed by Council, advises that "Sustainable transport investment provides opportunities to improve the quality of public spaces and road junction improvement (supporting town centre Masterplans), improve road safety across the network for all users."

It states that the benefits of investment in sustainable transport are well evidenced and positively impact on both economy and health for example:

- a healthier and more physically active population
- reduced air and environmental pollution
- reduced road traffic congestion and accidents
- reduced noise and vibration
- increased community well-being
- better functioning social support networks

Local Plan

The project supports the delivery of the following aspirations in Torbay Council's Local Plan:

- Aspiration 2 – Achieve a better connected, accessible Torbay and critical infrastructure.
- Aspiration 4 – Create more sustainable communities and better places.

Supplementary Planning / Policy Documents

Healthy Torbay SPD – The proposal encourages walking, cycling and other active travel; the project will make it safer to undertake journeys.

Torquay and Paignton Town Centre Masterplans SPDs – The project complements the delivery of successful town centre regeneration.

1.5 Equality, Diversity and Deprivation

As part of the development of the Outline Business Case an Equality Impact Assessments will be undertaken to assess the impacts on a range of groups with protected characteristics and will inform the project as it develops.

1.6 Condition of the Asset

This is varied across the network. There are places where existing walking routes have pavements / kerbs which are in need of replacement. There are also existing on road cycle lanes that are of poor standard. Investment in new infrastructure can reduce those maintenance burdens, whilst providing new accessible infrastructure. Some projects may support new infrastructure. This would be constructed using appropriate materials. An asset management plan would be considered for each new scheme.

1.7 Scope of Project

The project may consist of the following:

- Schemes to support the delivery of regeneration in the Town Centres
- Schemes to develop the Strategic Cycle Network as supported within the Local Plan.
- Schemes to improve access for persons with reduced mobility across the network.
- Schemes to improve access to schools.
- Schemes to review pedestrian crossing and junction facilities.

1.8 Benefits, Risks, Dependencies and Constraints

Benefits

The project will seek to deliver the following benefits:

- Improved accessibility for all.
- Viable alternative options to travel.
- Supporting a Healthy Torbay.
- Delivering Government targets set out in the Walking and Cycling Strategy.
- Supporting safe mobility around Torbay.

Risks

The project has identified the following key risks which will require management during the project:

- Cost of solutions – the cost of implementing the identified solution exceeds estimate leading to requirement for additional funds.
- Condition of asset – the condition of the assets, particularly the pavements, kerbs, pre-existing pedestrian crossings and pre-existing cycleways, is worse than anticipated leading to potential increase in time and costs of project.

Each project will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project.

Dependencies

The key dependencies of the project are as follows:

- The project will need to interact with the Town Centre Masterplan Programme.
- The project will need to interact with the current highway/transport programme such as the Western Corridor Regeneration Project.
- The project will need to take account of potential highway/transport projects such as Transport Network Resilience and Management Tools, Rail and Bus Infrastructure and Torquay/Rathmore Road Junction.
- Central Government's Cycling and Walking Strategy.
- Torbay Council Physical Activity Strategy.

Constraints

The project has the following key constraints:

- The financial envelope agreed for the project.
- The law and council's standing orders in relation to the procurement of solutions.
- Torbay's existing transport network.

2. Financial Case – Can we afford to pay for the solution?

2.1 Financial Investment

The project is estimated to cost £200,000.

2.2 Financial Savings

It is anticipated that there will be non-cashable benefits and these will be calculated at the outline business case stage. However, the schemes are not expected to deliver cashable financial savings.

Officers will continually look for alternative funding mechanisms, particularly Government Grant Funding and Development Contributions. These will often need funding to be matched by the Council's Capital resources, but it will enable delivery of more and higher quality

improvements.

2.3 Ongoing financial implications

It is anticipated that there will be ongoing financial obligations in maintaining the new cycleways and these will be detailed in the Outline Business Case.

3. Capital Scoring Matrix

3.1 Capital Projects Assessment Criteria

The scheme has been scored using the Capital Projects Assessment Criteria which can be found below:

1 Statutory Status: includes support of a statutory Service requirement			Possible Weightings
3 points	Meets a specific immediate or forthcoming statutory requirement	factor = x	3
2 points	Meets an underlying statutory duty	Max score	9
1 point	Meets a discretionary requirement		
0 points	no indication of status	Score	9

2 Corporate Plan Priorities			
3 points	Specifically identified in Corporate Plan	factor = x	2
2 points	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	Max score	6
1 point	Generally supports specific Actions or outcomes		
0 points	Will not deliver any identified outcomes	Score	6

3 Mayoral Promises (per Manifesto)

3 points	Identified as a specific Action or directly supports a number of specific outcomes	factor = x	1
2 points	Generally supports specific Actions or outcomes	Max score	3
1 point	Broadly related to achieving outcomes		
0 points	Will not deliver any identified outcomes	Score	3

4 Equality , Diversity & Deprivation Issues

3 points	Will achieve improvement in 3 issues	factor = x	1
2 points	Will achieve improvement in at least 1 issue	Max score	3
1 point	Possibility of improvement in at least 1 issue		
0 points	No demonstrated improvement in any issues	Score	3

5 Condition, Health and Safety risk and Strategic Importance of Asset Issues

3 points	Expenditure on asset will reduce impact of 3 issues	factor = x	1
2 points	Expenditure on asset will reduce impact of at least 1 issue	Max score	3
1 point	Expenditure will have a possibility of reduced impact in at least 1 issue		
0 points	No demonstrated impact on any issues	Score	2

6 Outcomes, Added Value, Cross-service benefit

3 points	Good - Large number of beneficiaries / target groups (>25,000)	factor = x	1
2 points	Satisfactory - Significant number of beneficiaries / target groups (10,000-25,000)	Max score	3
1 point	Fair - Reasonable number of beneficiaries / target groups (1,000-10,000)		
0 points	Poor - Few beneficiaries / target groups (<1,000)	Score	3

7 Risk to Community of NOT doing (i.e. identified in Risk Register)

3 points	High Risk (9-16)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	Low Risk (1-4)		
0 points	no Risk identified	Score	2

8 Risk of Doing (Can project be delivered?) - achievability, timescale, resources required

3 points	Low Risk (1-4)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	High Risk (9-16) with Mitigation		
0 points	High Risk (9-16) with no Mitigation	Score	6

9 Quality of Business Plan

3 points	Option proposed demonstrates a strong case based on full assessment of the options	factor = x	2
2 points	Reasonable case with some assessment of the options	Max score	6
1 point	Basic case presented		
0 points	Weak case with no comparison of options	Score	4

10 Potential to generate future investment return

3 points	Considerable additional net revenue income stream meets both £100k pa and > 25% of project cost)	factor = x	5
2 points	Moderate additional net revenue income stream (meets both £50k - £100k pa and 10-25% of project cost)	Max score	15
1 point	Small additional net revenue income stream (meets both <£50k pa and < 10% of project cost)		
0 points	No potential net revenue income	Score	0

11 Ongoing revenue costs over the life of the asset

2 points	Revenue saving or income exceeds borrowing and running costs	factor = x	2
1 points	Revenue saving or income exceeds running costs	Max score	4
0 points	Additional costs can be met solely from within existing resources		
-2 points	Additional on going resources required over existing budgets	Score	2

12 Specific External resources to support scheme (including Regional funding)

3 points	Specific (ring fenced) funding requires no additional Council funds	factor = x	4
2 points	Specific (ring fenced) funding and requires Council funds of both 10% match funding or up to £250k	Max score	12
1 point	Specific (ring fenced) funding and requires Council funds of both 50% match funding or between £250-500k		
0 points	Specific (ring fenced) funding but requires Council funds of both 75% match funding or > £500k	Score	12

13 Deprivation Critical Factor

1 points	Project is able to reduce the level of deprivation within Bay	factor = x	5
0 points	Project does not impact or has minimal impact on reducing the level of deprivation within Bay	Max score	5
		Score	5

	Max score	81
	Score	57



Capital Scheme Strategic Business Case

Rail and Bus Infrastructure Project

Version:	1.2
Date:	August 2017
Author:	Adam Luscombe/Mark Hammett
Director/Executive Head:	Anne-Marie Bond/Kevin Mowat
Project Manager:	Adam Luscombe
Business Unit/Service:	Business Services

Introduction

The Strategic Business Case is the first major step in developing a project or programme and is used as an early check by decision-makers to decide whether to invest more resources to develop an Outline Business Case which will present the costs and benefits in more detail. The Outline Business Case will then develop into the Full Business Case for delivery and implementation.

1. Strategic Case – Is there a compelling reason to do this?

1.1 Scheme objective

The project seeks to deliver schemes that provide improvements to bus stops across Torbay and seeks to work with Network Rail to make improvements to Torbay’s railways stations.

In line with the Capital Corporate Strategy agreed by Full Council on 9 February 2017 a Capital Scoring Matrix has been undertaken for this project and is included at Appendix 1 to aid the decision-making process on whether to proceed with the project.

The primary drivers of the project are:

Project Primary Driver (Please indicate all that apply)	Maintaining/Improving service delivery	Cost Avoidance	Cash Savings	Risk Avoidance	Delivering a Piece of Legislation
	X				

1.2 Key Objectives

The key objectives of the project are to:

Objectives	
Objective 1	Support Torbay’s Town Centre Regeneration programme.
Objective 2	Improve Torbay’s railway stations to ensure the best facilities for residents and visitors.
Objective 3	Improve Torbay’s bus stops so they provide clear signage, adequate shelters, raised kerbs, tactile paving and appropriate road markings.
Objective 4	Ensure Torbay’s public transport network is fully accessible to all.

1.3 Statutory Framework

There is no legislative driver for the project, but it will need to comply with English and European law.

The Council has a number of statutory responsibilities relating to highways management:

- Transport Act 2000 (and Transport Act 2008 Amendment).
- Highways Act 1980.
- Countryside and Rights of Way Act 2000.
- Road Traffic Regulation Act 1984.
- New Roads and Street Works Act 1991.

- Traffic Management Act 2004.

However, within the Highways Act there is no definition on the level of maintenance required and national code of practice provide the standards we adhere to.

1.4 Policy Framework

Corporate Plan

The project meets the Mayor's ambition of creating a prosperous Torbay as it seeks to promote economic development by improving access and by stimulating new economic opportunities across Torbay.

In particular the project will support Targeted Action 2 (Working towards a more prosperous Torbay) in the Corporate Plan of which the following specific actions are relevant:

- Continue delivery of the Local Plan and associated growth.
- Deliver the Corporate Capital Plan.
- Deliver transport improvements around Torquay Gateway.
- Create vibrant and attractive town centres through the delivery of Masterplan projects (including Torquay and Paignton town centres).

The project will also underpin the delivery of Targeted Action 4 (Ensuring Torbay remains an attractive and safe place to live and visit) by:

- Helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.
- Helping to deliver a new Tourism Strategy for Torbay.

Local Transport Plan 2011-2026

- A key tenet of the Local Transport Plan (LTP) is to deliver and support new development and economic growth. The Local Transport Implementation Plan (2016 – 2021), which has been agreed by Council, advises that "Sustainable transport investment provides opportunities to improve the quality of public spaces and road junction improvement (supporting town centre Masterplans), improve road safety across the network for all users."
- It states that the benefits of investment in sustainable transport are well evidenced and positively impact on both economy and health for example:
 - a healthier and more physically active population
 - reduced air and environmental pollution
 - reduced road traffic congestion and accidents
 - reduced noise and vibration
 - increased community well-being
 - better functioning social support networks

Local Plan

The project supports the delivery of the following aspirations in Torbay Council's Local Plan:

- Aspiration 1 – Secure economic recovery and success

- Aspiration 2 – Achieve a better connected, accessible Torbay and critical infrastructure
- Aspiration 4 – Create more sustainable communities and better places.

Supplementary Planning / Policy Documents

Healthy Torbay SPD – The proposal encourages walking, cycling and other active travel; the proposal will make it safer to undertake journeys.

Torquay and Paignton Town Centre Masterplans SPDs – The project complements the delivery of successful town centre regeneration.

1.5 Equality, Diversity and Deprivation

As part of the development of the Outline Business Case an Equality Impact Assessments will be undertaken to assess the impacts on a range of groups with protected characteristics and will inform the project as it develops.

1.6 Condition of the asset

Whilst the Council will work with the rail industry to ensure that the stations make a positive contribution to the local area and provide appropriate facilities for residents and visitors, these assets are (and will remain) the responsible of Network Rail and the Train Operating Companies.

Bus Stop shelters are only installed where they can be funded through the contractual agreement that exists with suppliers. This ensure that they take the responsibility for maintenance. Some older shelters exist which are not part of this contract and a view on a case by case basis would be appropriate for those or similar sites.

Improving the pavement and road condition at bus stops through targeted infrastructure investment can reduce the need for future maintenance.

1.7 Scope of Project

The project will consist of the following:

- Schemes to support improvements to key sites in the town centre regeneration programme.
- Schemes to support improved facilities at public transport interchanges.
- Schemes to provide clear signage, adequate shelter, raised kerbs, tactile paving and appropriate road markings for bus stops.
- Providing appropriate facilities to enable services to expand or operate commercially.

1.8 Benefits, Risks, Dependencies and Constraints

Benefits

The project will seek to deliver the following benefits:

- Supporting the regeneration of the town centres.
- Providing improved public transport facilities and services.

- Enabling onward and wider travel opportunities for residents without access to a car.

Risks

The project has identified the following key risks which will require management during the project:

- Cost of Solutions – the cost of implementing the identified solution exceeds estimate leading to requirement for additional funds.
- Condition of Asset – the condition of the asset, is worse than anticipated leading to potential increase in time and costs of project.
- Reliance on other organisations and their processes to progress schemes – can cause delay and increased costs.

Each project will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project.

Dependencies

The key dependencies of the project are as follows:

- The project will need to interact with the town centre regeneration programme.
- The projects objective in relation to improvements on Torbay’s railway stations will be dependent on Network Rail’s appetite to work with the council.
- The project will need to interact with the development of a new Tourism Strategy for Torbay.
- The project will need to interact with the current highway/transport programme such as the Western Corridor Regeneration Project.
- The project will need to take account of potential highway/transport projects such as Transport Network Resilience and Management Tools, Health Mobility/Access for All and Torquay/Rathmore Road Junction.

Constraints

The project has the following key constraints:

- The financial envelope agreed for the project.
- Network Rail’s appetite to work with the council.
- The law and council’s standing orders in relation to the procurement of solutions.
- Torbay’s existing transport network.

2. Financial Case – Can we afford to pay for the solution?

2.1 Financial Investment

The project is estimated to cost £200,000.

2.2 Financial Savings

It is anticipated that there will be non-cashable benefits and these will be calculated at the

outline business case stage. There are no cashable financial benefits from this project.

Officers will continually look for alternative funding mechanisms, particularly Government Grant Funding and Development Contributions. These will often need funding to be matched by the Council's Capital resources but it will enable delivery of more and higher quality improvements.

2.3 Ongoing financial implications

It is anticipated that there will be ongoing financial obligations in maintaining the improved bus stops and railway stations and these will be detailed in the Outline Business Case.

3. Capital Scoring Matrix

3.1 Capital Projects Assessment Criteria

The scheme has been scored using the Capital Projects Assessment Criteria which can be found below:

1 Statutory Status: includes support of a statutory Service requirement			Possible Weightings
3 points	Meets a specific immediate or forthcoming statutory requirement	factor = x	3
2 points	Meets an underlying statutory duty	Max score	9
1 point	Meets a discretionary requirement		
0 points	no indication of status	Score	0

2 Corporate Plan Priorities			
3 points	Specifically identified in Corporate Plan	factor = x	2
2 points	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	Max score	6
1 point	Generally supports specific Actions or outcomes		
0 points	Will not deliver any identified outcomes	Score	6

3 Mayoral Promises (per Manifesto)

3 points	Identified as a specific Action or directly supports a number of specific outcomes	factor = x	1
2 points	Generally supports specific Actions or outcomes	Max score	3
1 point	Broadly related to achieving outcomes		
0 points	Will not deliver any identified outcomes	Score	3

4 Equality , Diversity & Deprivation Issues

3 points	Will achieve improvement in 3 issues	factor = x	1
2 points	Will achieve improvement in at least 1 issue	Max score	3
1 point	Possibility of improvement in at least 1 issue		
0 points	No demonstrated improvement in any issues	Score	3

5 Condition, Health and Safety risk and Strategic Importance of Asset Issues

3 points	Expenditure on asset will reduce impact of 3 issues	factor = x	1
2 points	Expenditure on asset will reduce impact of at least 1 issue	Max score	3
1 point	Expenditure will have a possibility of reduced impact in at least 1 issue		
0 points	No demonstrated impact on any issues	Score	3

6 Outcomes, Added Value, Cross-service benefit

3 points	Good - Large number of beneficiaries / target groups (>25,000)	factor = x	1
2 points	Satisfactory - Significant number of beneficiaries / target groups (10,000-25,000)	Max score	3
1 point	Fair - Reasonable number of beneficiaries / target groups (1,000-10,000)		
0 points	Poor - Few beneficiaries / target groups (<1,000)	Score	3

7 Risk to Community of NOT doing (i.e. identified in Risk Register)

3 points	High Risk (9-16)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	Low Risk (1-4)		
0 points	no Risk identified	Score	2

8 Risk of Doing (Can project be delivered?) - achievability, timescale, resources required

3 points	Low Risk (1-4)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	High Risk (9-16) with Mitigation		
0 points	High Risk (9-16) with no Mitigation	Score	6

9 Quality of Business Plan

3 points	Option proposed demonstrates a strong case based on full assessment of the options	factor = x	2
2 points	Reasonable case with some assessment of the options	Max score	6
1 point	Basic case presented		
0 points	Weak case with no comparison of options	Score	4

10 Potential to generate future investment return

3 points	Considerable additional net revenue income stream meets both £100k pa and > 25% of project cost)	factor = x	5
2 points	Moderate additional net revenue income stream (meets both £50k - £100k pa and 10-25% of project cost)	Max score	15
1 point	Small additional net revenue income stream (meets both <£50k pa and < 10% of project cost)		
0 points	No potential net revenue income	Score	0

11 Ongoing revenue costs over the life of the asset

2 points	Revenue saving or income exceeds borrowing and running costs	factor = x	2
1 points	Revenue saving or income exceeds running costs	Max score	4
0 points	Additional costs can be met solely from within existing resources		
-2 points	Additional on going resources required over existing budgets	Score	0

12 Specific External resources to support scheme (including Regional funding)

3 points	Specific (ring fenced) funding requires no additional Council funds	factor = x	4
2 points	Specific (ring fenced) funding and requires Council funds of both 10% match funding or up to £250k	Max score	12
1 point	Specific (ring fenced) funding and requires Council funds of both 50% match funding or between £250-500k		
0 points	Specific (ring fenced) funding but requires Council funds of both 75% match funding or > £500k	Score	12

13 Deprivation Critical Factor

1 points	Project is able to reduce the level of deprivation within Bay	factor = x	5
0 points	Project does not impact or has minimal impact on reducing the level of deprivation within Bay	Max score	5
		Score	5

	Max score	81
	Score	47



Capital Scheme Strategic Business Case

Transport Network Resilience and Management Tools Project

Version:	1.2
Date:	August 2017
Author:	Adam Luscombe/Mark Hammett
Director/Executive Head:	Fran Hughes
Project Manager:	Ian Jones
Business Unit/Service:	Community and Customer services

Introduction

The Strategic Business Case is the first major step in developing a project or programme and is used as an early check by decision-makers to decide whether to invest more resources to develop an Outline Business Case which will present the costs and benefits in more detail. The Outline Business Case will then develop into the Full Business Case for delivery and implementation.

1. Strategic Case – Is there a compelling reason to do this?

1.1 Scheme objective

To ensure the effective delivery of the network functions at times of disruption and to ensure it is resilient to future flooding risks and that diversionary routes are of the best standard possible. Also purchase of new traffic signals and advance warning systems.

In line with the Capital Corporate Strategy agreed by Full Council on 9 February 2017 a Capital Scoring Matrix has been undertaken for this project and is included at Appendix 1 to aid the decision-making process on whether to proceed with this project.

The primary drivers of the project are:

Project Primary Driver (Please indicate all that apply)	Maintaining/Improving service delivery	Cost Avoidance	Cash Savings	Risk Avoidance	Delivering a Piece of Legislation
	X	X	X	X	X

1.2 Key Objectives

The key objectives of the project are to:

Objectives	
Objective 1	Improve access and minimise disruption at times of road closures or incidents.
Objective 2	Improve efficiency, safety and reliability of diversionary routes.
Objective 3	Reduce maintenance demands.
Objective 4	Improve knowledge base using monitoring and modelling to support future interventions, enhancements and business case development.
Objective 5	Provision of new traffic signals and advanced warning systems to reduce traffic congestion.

1.3 Statutory Framework

There is no legislative driver for the project, but it will need to comply with English and European law.

The Council has a number of statutory responsibilities relating to highways management:

- Highways Act 1980.
- Countryside and Rights of Way Act 2000.

- Road Traffic Regulation Act 1984.
- New Roads and Street Works Act 1991.
- Traffic Management Act 2004.

However, within the Highways Act there is no definition on the level of maintenance required and national code of practice provide the standards we adhere to.

1.4 Policy Framework

Corporate Plan

The project supports the following elements of the Corporate Plan:

The project meets the Mayor’s ambition of creating a prosperous Torbay as it seeks to promote economic development by improving access to existing parts of Torbay as well as by stimulating new economic opportunities across Torbay and specifically Brixham.

In particular the project will support Targeted Action 2 (Working towards a more prosperous Torbay) in the Corporate Plan of which the following specific actions are relevant:

- Continue delivery of the Local Plan and associated growth.
- Deliver the Corporate Capital Plan.
- Deliver transport improvements around Torquay Gateway.

The project will also underpin the delivery of Targeted Action 4 (Ensuring Torbay remains an attractive and safe place to live and visit) by helping to deliver capital schemes to improve the highways and transport network and be proactive in seeking new funding to improve infrastructure and support the economic growth of Torbay.

Local Transport Plan 2011-2026

The project is also consistent with the aims and objectives of the Devon and Torbay Local Transport Strategy and Plan which was agreed by Torbay’s Full Council in April 2011.

Local Plan

The project supports the delivery of the following aspirations in Torbay Council’s Local Plan:

- Aspiration 1 - Secure economic recovery and success.
- Aspiration 2 - Achieve a better connected, accessible Torbay and critical infrastructure.
- Aspiration 4 - Create more sustainable communities and better places.
- Aspiration 5 - Respond to climate change.

1.5 Equality, Diversity and Deprivation

As part of the development of the Outline Business Case an Equality Impact Assessments will be undertaken to assess the impacts on a range of groups with protected characteristics and will inform the project as it develops.

1.6 Condition of the asset

Using capital to invest in new infrastructure will reduce the burden on existing maintenance budgets. There are important infrastructure items that will cost significant revenue to maintain but can be modernised and new, more suitable, infrastructure can be installed.

1.7 Scope of Project

The project will consist of the following:

- Schemes to improve efficiency, safety and reliability of diversionary routes, including better equipment, clearer signage, provision of advanced warning notices and design of better diversion routes.
- Use of monitoring equipment and modelling to maximise network operating efficiencies.
- Schemes to improve drainage – such as gully replacement and other work on Occombe Culvert.
- Schemes to ensure the network operates consistently and is adaptable at times of road closures or incidents.

1.8 Benefits, Risks, Dependencies and Constraints

Benefits

The project will seek to deliver the following benefits:

- Ensuring that the network is operating efficiently at all times.
- Ensuring the network is adaptable for times of disruption.
- Providing improved knowledge of the network operations.
- Reducing maintenance costs.

Risks

The project has identified the following key risks which will require management during the project:

- Cost of Solutions – the cost of implementing the identified solution exceeds estimate leading to requirement for additional funds.
- Condition of Asset – the condition of the asset, particularly Occombe Culvert, is worse than anticipated leading to potential increase in time and costs of project.

Each project will produce and maintain a Risk Register to identify, manage and monitor the risks associated with the project.

Dependencies

The key dependencies of the project are as follows:

- The project will need to interact with the Town Centre Regeneration Programme.
- The project will need to interact with the current highway/transport programme such as the Western Corridor Regeneration Project.
- The project will need to take account of potential highway/transport projects such as Health Mobility/Access for All, Rail and Bus Infrastructure and Torquay/Rathmore Road Junction.

Constraints

The project has the following key constraints:

- The financial envelope agreed for the project.
- The law and council's standing orders in relation to the procurement of solutions.
- Torbay's existing transport network.

2. Financial Case – Can we afford to pay for the solution?

2.1 Financial Investment

The project is estimated to cost £250,000.

2.2 Financial Savings

It is anticipated that the project will decrease the amount spent on the current highways maintenance budget and therefore there will be cashable financial benefits in undertaking this project. It is anticipated that there will also be non-cashable benefits and these will be calculated at the outline business case stage.

Officers will continually look for alternative funding mechanisms, particularly Government Grant Funding and Development Contributions. These will often need funding to be matched by the Council's Capital resources, but it will enable delivery of more and higher quality improvements.

2.3 Ongoing financial implications

It is anticipated that there will be ongoing financial obligations in maintaining the new network systems and these will be detailed in the Outline Business Case.

3. Capital Scoring Matrix

3.1 Capital Projects Assessment Criteria

The scheme has been scored using the Capital Projects Assessment Criteria which can be found below:

1 Statutory Status: includes support of a statutory Service requirement		Possible Weightings	
3 points	Meets a specific immediate or forthcoming statutory requirement	factor = x	3
2 points	Meets an underlying statutory duty	Max score	9
1 point	Meets a discretionary requirement		
0 points	no indication of status	Score	9

2 Corporate Plan Priorities			
3 points	Specifically identified in Corporate Plan	factor = x	2
2 points	Identified as a key Project/Activity in the Corporate Plan or directly supports a number of specific outcomes	Max score	6
1 point	Generally supports specific Actions or outcomes		
0 points	Will not deliver any identified outcomes	Score	2

3 Mayoral Promises (per Manifesto)			
3 points	Identified as a specific Action or directly supports a number of specific outcomes	factor = x	1
2 points	Generally supports specific Actions or outcomes	Max score	3
1 point	Broadly related to achieving outcomes		
0 points	Will not deliver any identified outcomes	Score	2

4 Equality , Diversity & Deprivation Issues

3 points	Will achieve improvement in 3 issues	factor = x	1
2 points	Will achieve improvement in at least 1 issue	Max score	3
1 point	Possibility of improvement in at least 1 issue		
0 points	No demonstrated improvement in any issues	Score	1

5 Condition, Health and Safety risk and Strategic Importance of Asset Issues

3 points	Expenditure on asset will reduce impact of 3 issues	factor = x	1
2 points	Expenditure on asset will reduce impact of at least 1 issue	Max score	3
1 point	Expenditure will have a possibility of reduced impact in at least 1 issue		
0 points	No demonstrated impact on any issues	Score	3

6 Outcomes, Added Value, Cross-service benefit

3 points	Good - Large number of beneficiaries / target groups (>25,000)	factor = x	1
2 points	Satisfactory - Significant number of beneficiaries / target groups (10,000-25,000)	Max score	3
1 point	Fair - Reasonable number of beneficiaries / target groups (1,000-10,000)		
0 points	Poor - Few beneficiaries / target groups (<1,000)	Score	3

7 Risk to Community of NOT doing (i.e. identified in Risk Register)

3 points	High Risk (9-16)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	Low Risk (1-4)		
0 points	no Risk identified	Score	6

8 Risk of Doing (Can project be delivered?) - achievability, timescale, resources required

3 points	Low Risk (1-4)	factor = x	2
2 points	Medium Risk (5-8)	Max score	6
1 point	High Risk (9-16) with Mitigation		
0 points	High Risk (9-16) with no Mitigation	Score	4

9 Quality of Business Plan

3 points	Option proposed demonstrates a strong case based on full assessment of the options	factor = x	2
2 points	Reasonable case with some assessment of the options	Max score	6
1 point	Basic case presented		
0 points	Weak case with no comparison of options	Score	4

10 Potential to generate future investment return

3 points	Considerable additional net revenue income stream meets both £100k pa and > 25% of project cost)	factor = x	5
2 points	Moderate additional net revenue income stream (meets both £50k - £100k pa and 10-25% of project cost)	Max score	15
1 point	Small additional net revenue income stream (meets both <£50k pa and < 10% of project cost)		
0 points	No potential net revenue income	Score	0

11 Ongoing revenue costs over the life of the asset

2 points	Revenue saving or income exceeds borrowing and running costs	factor = x	2
1 points	Revenue saving or income exceeds running costs	Max score	4
0 points	Additional costs can be met solely from within existing resources		
-2 points	Additional on going resources required over existing budgets	Score	0

12 Specific External resources to support scheme (including Regional funding)

3 points	Specific (ring fenced) funding requires no additional Council funds	factor = x	4
2 points	Specific (ring fenced) funding and requires Council funds of both 10% match funding or up to £250k	Max score	12
1 point	Specific (ring fenced) funding and requires Council funds of both 50% match funding or between £250-500k		
0 points	Specific (ring fenced) funding but requires Council funds of both 75% match funding or > £500k	Score	12

13 Deprivation Critical Factor

1 points	Project is able to reduce the level of deprivation within Bay	factor = x	5
0 points	Project does not impact or has minimal impact on reducing the level of deprivation within Bay	Max score	5
		Score	0

	Max score	81
	Score	46

Local Transport Implementation Plan 2016-2021

Consultation Results

Consultation Period: November/December 2015

The table below indicates the results of the consultation. The scheme reference numbers (1st column) can be linked back to the main document. The 2nd column indicates the number of respondents who prioritised that scheme.

Ref.		Ref.		Ref.		Ref.		Ref.		Ref.		Ref.		Ref.	
1	7	11	19	21	11	31	5	41	0	51	8	61	3	71	1
2	17	12	14	22	4	32	4	42	13	52	6	62	8	72	2
3	23	13	8	23	6	33	1	43	3	53	4	63	12		
4	1	14	3	24	5	34	3	44	0	54	4	64	3		
5	6	15	8	25	13	35	1	45	4	55	2	65	5		
6	7	16	5	26	4	36	18	46	1	56	3	66	10		
7	14	17	3	27	8	37	1	47	1	57	5	67	4		
8	4	18	9	28	6	38	3	48	5	58	7	68	8		
9	13	19	6	29	14	39	2	49	5	59	0	69	4		
10	15	20	1	30	12	40	12	50	5	60	2	70	7		

Page 122

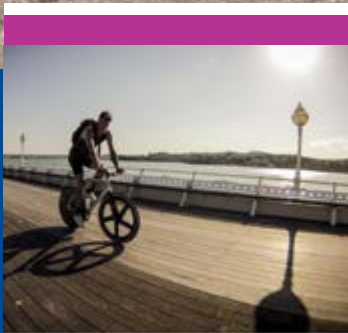
The list below shows the priorities of the respondents. The consultation asked respondents to rank their priority.

1. Walking and Cycling
2. Public Transport
3. Private Vehicles

Respondents were also asked to list out any additional schemes that they would prioritise but that were not listed in the initial document. This list was as follows (in no particular order):

- Close Torbay Road from Shedden Hill/Belgrave Rd to Cary Parade to revitalise the seafront.
- Removal of one-way system in Preston involving Torbay Rd & Eugene Rd
- Serious traffic hazards in Paignton - parking on major roads. Parking problems Penwill Way particularly on double yellow lines.
- Increasing capacity Dartmouth Rd between Lupton House and Windy Corner (including this junction)
- Any project involving dual use of pavements for pedestrians and cyclists where feasible would be a relatively cheap way to encourage more people to cycle
- Should fully pedestrianise Fleet Street, with buses avoiding it but not the town centre
- Scheme along Ilsham Rd (similar issues to project 49 between Ilsham Marine Dr junction & grass at top of valley for pedestrians)

- Bring the tramline back
- Tourist focused cycle route around the Bay - Hopes Nose to Berry Head.
- Additional car parking in Brixham town centre. Convert Bxm town centre car park to 'pay on exit'.
- Possible use of Churston station to better serve Brixham connecting to Paignton, Torquay and Exeter.
- South St (between East St & Belgrave Rd) parking on road restricts traffic flow.
- Collaton Rd - make it safer to walk from Orchard Way to Crosspark Avenue.
- Congestion along Hele Road
- Babbacombe Rd - St Annes Rd to Perinville Rd - too much parking restricts highway space
- A combination package project to look at how a single development project would improve public transport and walking and cycling together.
- Parking facilities in Brixham
- Parking Facilities at Torbay Hospital
- Installation of appropriate signage banning cyclists from using the carriageway where dedicated routes are provided - and ensuring this is enforced.
- Use Goodrington as 'park and ride' site for Torbay-Exeter-Exmouth route.
- Central point for bus station or bus hub in Torquay
- Taxis are an important form of public transport, location of ranks is therefore important. Should be additional taxi ranks at; St Marychurch at the south end of Fore St, at Torre Station, at Lymington Rd coach station.
- To enforce 20mph speed limit install more speed cameras
- More pedestrian crossings along Torquay seafront
- Install more traffic light cameras along seafront road junctions
- Make Torquay seafront between Harbour and Paignton 20mph max speed limit
- Roundabout at bottom of Belgrave Rd in place of traffic lights and allow rerouting of buses from the town centre and support any closure of Fleet Walk to buses.
- Feasibility study into potential for direct bus link between Brixham and Totnes rail station. Route could include residential and retail development in Brixham Rd as well as SD College.
- Full dual carriageway between White Rock and Tweenaway
- Improved parking in Brixham
- Separate bus for Brixham park and ride rather than disturbing 12.
- Cycle/pedestrian route Torquay to Teignmouth via Newton Abbot
- Extend project 58 to Torquay station to enable cycle/train commuting
- Priority for traffic on main highways especially in phasing of traffic lights.
- Bascombe Road exit should be left hand turn only at peak times.
- Bella Vista Rd Bxm should be no access for large vehicles. Issues with vehicles driving on pavement, road used by parents with children at Furzeham School.
- Remove choke point on Newton Rd between Shiphay Ln and Lowes Bridge making it two lanes in North bound direction.



Have your say...

Future Transport Projects Consultation

November 2015

Contents

Existing Projects	4	Paignton Projects	10
Future Projects	5	Torquay Projects	13
Bay Wide Projects	5	Longer Term Projects	18
Brixham Projects	8	Feedback form	19

Have your say...

This document contains a list of projects which could be included in the final plan, covering the next 5 years (2016/17 - 2020/21). All the projects will be subject to more detailed assessment and have only been outlined in this document. The budget will not fund all the projects, therefore we need to know what your priorities are and whether there are other ideas we should be considering.

Why do we need a Future Transport Projects Plan?

Torbay Council invests in the transport network across all modes of travel (e.g. walking, cycling, public transport, road, etc.). The Council is producing a plan to spend this money and needs your views. The plan will accompany the existing Devon and Torbay Local Transport Plan Strategy 2011-2026 and is the second in a series of implementation plans that are renewed every 5 years.

How are transport projects funded?

Torbay Council receives a grant from Government each year, equating to provisional allocation of funding for the next 5 years of £5.3 million in total. However, we will also bid for money that may become available from other grant sources and seek contributions from new development in Torbay for appropriate projects.

There is a separate allocation for highway maintenance and is dealt with separately by the Council, not forming part of this plan.

A Prosperous and Healthy Torbay

The Torbay transport network's primary function is to provide access - connecting people, goods and services. This allows the activities for which people travel to happen, supporting our economy and the overall quality of life of people in the Bay.

It makes sense to enable more people to undertake a greater proportion of their journeys by walking, cycling and using public transport rather than only by car. The benefits of this approach are multiple and well evidenced and positively impact on the economy and health. For example, enabling sustainable transport can provide benefits such as reduced air and environmental pollution, a healthier and more physically active population, reduced road traffic congestion and accidents, reduced noise and vibration, increased community well-being and better functioning social support networks. In this way, transport has a strong influence on the health of the population in Torbay.



Existing Projects

There are some projects where funding has been successfully secured, either in part or in full, and will be constructed within the next five years. These are:

- Highway widening and junction improvements along the Western Corridor, between Windy Corner and Churscombe Cross;
- Highway widening and junction improvements along Newton Road, between Shiphay Lane and Lowes Bridge;
- Junction improvements at Gallows Gate and Scotts Bridge;
- Off-Road cycleway from Shiphay Lane to Avenue Road (via Crownhill Rise);
- Reversal of the traffic direction along Union Street in Torre, between Laburnum Row and Trematon Avenue;
- Junction improvements at Abbey Road/Tor Hill Road;
- Development of a Railway Station at Edginswell.

There are also projects that have been partly delivered including:

- Real Time Information;
- Smart Card and Integrated Ticketing;
- Devon Metro (Local rail service enhancements).



The Long List of Future Transport Projects...

Below is a long list of projects that the Council has identified, but we would like to know your priorities. Please read through the list and consider the proposals. At the end of the document there are three questions to help us understand your priorities. Please complete the form and return it to us either by email or post. The consultation is closes on Friday 4th December 2015. The results will be used to help us decide which transport projects to focus on delivering in the next five years, within the tight budget.

Bay Wide

1. Pedestrian Improvements

£ £

The proposal is to improve pavements and provide minor crossing enhancements. More significant schemes have been identified separately, but this project would address small interventions in a programme over the 5 years.



2. South West Coast Path Improvements

£

The South West Coast Path (SWCP) runs the length of Torbay's coastline. This project would provide new and upgraded footpaths to access the coast path, realign some sections and provide new/updated signage.



3. Ring Road Pedestrian and Cycle Route

£ £ £

This project would link Paignton to Torquay for pedestrians and cyclists, alongside the ring road. This would provide an important connection between the West of Paignton and the West of Torquay, including the proposed new development at Edginswell.



4. Access for All

£ £

This would provide various projects to improve accessibility for all users around the transport network. This could include dropped kerbs or tactile paving. No individual schemes have been identified at this time, but it would be a programme of projects over the 5 years.



5. Signage



This project would develop a signage strategy and use consistent information to help direct pedestrians and cyclists around Torbay would help visitors with wayfinding and link places together that might otherwise feel detached, such as Paignton Harbour and Town Centre.



6. Cycle Parking



Cycling is a growing trend in Torbay and to further support this public cycling parking should be readily available. This project would allow multiple cycle racks to be installed at key locations throughout Torbay.



7. Goodrington to Broadsands and Churston - Cycle Route



A cycle route in this location would help cyclists avoid the A379 Dartmouth Road. The current route between Goodrington and Churston, through Windy Corner, is not considered safe for cyclists.



8. Wi-Fi at Railway Stations



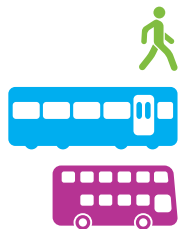
This project would provide publically accessible Wi Fi at railway stations.



9. Public Transport Facilities



Improving access to, and use of, the public transport network. This could include waiting shelters, raised kerbs for level access to buses, and real time information. No individual schemes have been identified at this time but it would be a programme of schemes over the 5 years.



10. Bus and Rail Services Integration



Improving integration between the bus and rail facilities at railway stations. This would include improving services such as real time information and lay-bys, which are important to enhance the user experience.



11. Exeter Airport Express Bus Service



Providing a regular direct bus service from Torbay to Exeter Airport via Sowton Industrial Estate and the Met Office. The service would provide comfortable seating with extra leg room, free Wi-Fi and extra luggage space. Fares could be significantly cheaper than car parking costs at the airport.



12. Torbay Night Bus Service



This project would introduce a night bus network running 6 nights a week, offering services on key corridors between Torquay, Paignton and Brixham. This would provide a 24 hour public transport network in Torbay, assisting those working unsociable hours or wishing to travel back by public transport after an evening out.





13. Greener Buses

Improving technology has resulted in a number of alternative bus designs which do not rely on diesel for power. Electric, hybrid and gas vehicles are now readily available. The Council would purchase greener vehicles to operate on routes where a positive effect on emissions can be shown.



14. Road Safety Schemes

Allocation of this funding would improve road safety within Torbay. No individual schemes have been identified at this time, but it would be a programme of schemes over the 5 years.



15. School Road Safety

This would provide various projects to improve safety around schools. No individual schemes have been identified at this time but it would be a programme of schemes over the 5 years.



16. Electric Vehicle (EV) Charging Points

This project will look to install EV charging points at key locations around Torbay for use by residents and visitors. The project would also involve encouragement of private companies to include EV charging points in their existing car parks, such as retail and business parks.



17. Projects from the Parking Strategy

Torbay Council is producing a parking strategy. This project (or collection of projects) funds the small scale improvements or alterations that are identified within the strategy.



18. Traffic Light System Changes

Some traffic light junctions are designed to accommodate high levels of traffic and can have limited efficiency during low levels of traffic. This project would investigate opportunities to switch off traffic lights at certain times or alter the way in which they operate to improve efficiency and remove unnecessary delays to road users whilst maintaining safe operation for all.



19. New Roundabouts

Carrying out a review of existing traffic signal junctions when they need to be maintained and assess the junction for conversion to a roundabout. This would take into account capacity and safety for all users.

Unknown



20. Helipad

The creation of a permanent helipad in Torbay at Gallows Gate, primarily to serve business users and emergency services.



Brixham

21. Brixham to Churston - Pedestrian and Cycle Link along A3022 Brixham Road

An extension of the pedestrian and cycle path between Brixham Road and New Road (A3022). It would provide a complete dedicated pedestrian and cycle link, forming part of the main route into and out of Brixham.



22. Brixham Harbour to Berry Head – Pedestrian and Cycle Link

Providing improvements along King Street and Berry Head Road for pedestrians and cyclists, to make a better link between Brixham Harbour and Berry Head.



23. Americas Lane – Pedestrian and Cycle Link

Linking North Boundary Road and Bascombe Road with a safe route for pedestrians and cyclists.



24. Brixham and Sharkham to Kingswear – Cycle Route

This project would improve the link for cyclists between Brixham and Kingswear, across Sharkham Point National Nature Reserve.



25. Churston Cross to Windy Corner – Cycle Link

£ £

Providing a cycle link along Dartmouth Road and Brixham Road from Churston Cross to Windy Corner. It would improve connectivity for cyclists between Churston, Galmpton and Paignton.



26. Brixham Ferry Pontoon

£ £

Installation of an additional pontoon at Brixham to allow ferries to pick up passengers on both sides of the Harbour, improving access.



27. Shared Surfacing at The Strand/King Street/Fore Street, Brixham

£ £ £

Creating shared space at the junction of The Strand/Fore Street/King Street in Brixham. This well used area of town would become more pedestrian focused whilst still allowing vehicles to use the space.



28. Shared Surfacing at The Quay, Brixham

£ £

Creating an area of shared space along The Quay. This well used area of town would become more pedestrian focused whilst still allowing vehicles to use the space.



29. Brixham Park and Ride

£ £ £

Improving and formalising the current Park and Ride facility at Churston to enable use all year round.



30. Monksbridge Road Widening



Monksbridge Road is an important connection across Brixham, but has limited width and pedestrian facilities which could be improved upon. The project would widen the highway width to provide sufficient space for two-way traffic flow and footpath from New Road to Greenover Road.



31. Junction Improvements at Castor Road/Doctors Road and Burton Street/Doctors Road



This project would require the re-design of on-street parking, signage and a traffic order to improve traffic flow.



Paignton

32. Paignton Town Centre to Harbour – Improving Pedestrian Links



This project would improve the signage and pedestrian links between Paignton Town Centre and the Harbour. It is an important part of the heritage of Paignton and there is a lack of clear signage to direct visitors and tourists.



33. Esplanade Road (Paignton Seafront) – Pedestrian Crossing Improvements



Re-positioning the pedestrian crossing closer to the junction with Torbay Road to provide a wider area to cross. Wider crossing areas allow pedestrians to cross quicker and can improve traffic flows. Moving the crossing would also increase the space for pedestrians waiting to cross.



34. Great Parks to White Rock – Pedestrian and Cycle Route



Providing a safe route for pedestrians and cyclists between the proposed Country Park at Great Parks to the proposed countryside enhancement at White Rock.



35. Yalberton Road – Pedestrian and Cycle Shared Use Path



Creating a shared use path along Yalberton Road from Dartmouth Road to the junction with Alders Way and Rodgers Industrial Estate, to serve future development in the area.



36. Totnes to Paignton - Cycle Route



There is a lack of safe connections for cyclists between Totnes and Paignton. This project would provide a link to the National Cycle Network in Totnes. Cyclists would have connections to other routes around Devon and further afield.



37. Clennon Valley Off Pedestrian and Road Cycle Route



This project would provide off-road links between the Brixham Road (A3022) and Dartmouth Road (A379) through Clennon Valley.



38. Totnes Road (A3022 Tweenaway Cross to Paignton) - Cycle Links



The current route along Totnes Road has existing cycle routes with missing links. This project would provide better links between Paignton Community College at Tweenaway and Paignton Town Centre.



39. Torquay Road (Preston) Contra-flow Cycle Lane



Creating a cycle lane from Seaway Road to Paris Road towards Paignton to shorten the route for cyclists.



40. Preston Bus Way and Pedestrian Crossing



Provision of a bus lane between Manor Road and Seaway Road. This will speed up public transport journey times and improve their reliability. In addition a controlled crossing at Preston, adjacent to the car park, to improve safety for pedestrians would be included.



41. Paignton Harbour Passenger Ferry Improvements



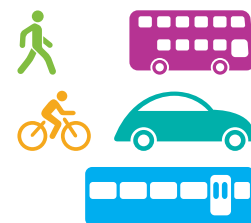
The existing Paignton Ferry Service is restricted in its operation with the facilities available. This project would seek to improve those to provide a single point for embarkation/disembarkation of ferry services that would be accessible to all and available at all times (not tidal dependent).



42. Paignton Town Centre Improvements



The project would develop the train station as a feature of the Town Centre and improve the connections with the bus station. It would also change the road layout around Hyde Road, Great Western Road, Dartmouth Road, and Torquay Road. Pedestrian and Cycle Links along Dartmouth Road and Torbay Road will also be included as part of the project.



43. Dartmouth Road/Penwill Way Junction Improvement (Clennon Valley)



Previous studies have identified that the junction is nearing capacity at peak times. Work is needed to upgrade it to cope with additional capacity whilst also incorporating pedestrian and cycle crossings which currently are not included on all sides.



44. Collaton St. Mary Highway Improvement (Linking to Masterplan)

This project would require the re-design of on street car parking, signage and a traffic order to improve traffic flow. It would also consider opportunities for improve pedestrian crossing facilities.



45. Cecil Road/Torquay Road - Junction Improvement

Improvements to the junction to ease traffic flow and improve pedestrian crossing facilities.



46. Garfield Road – Two-Way Entrance into Victoria Square Car Park

Traffic flow into the multi-storey car park is currently indirect and could be improved by re-arranging Garfield Road into two-way. The project would require alterations to the junction with Esplanade Road.



47. Waterleat Road to Colley End Road – Highway Widening

The current Western Corridor scheme proposes two lanes in each direction between Tweenaway Cross and Waterleat Road. This project would extend widening to Colley End Road. It does not yet have detail and the arrangement of lanes would need to be considered, as well as the impact on parking.



Torquay

48. Pedestrian Links between Torquay Railway Station and Seafront

£ £

Torquay station occupies a prime location adjacent to the seafront, but pedestrian access and crossing facilities are poor and can be improved upon.



49. New Footpath Link on Parkhill Road, Torquay

£ £

This project would provide a pedestrian footpath between the Imperial Hotel and junction with Rock End Avenue to link existing footpaths on Parkhill Road.



50. Seafront and Cockington to Shiphay – Pedestrian and Cycle Route

£ £ £

Improving the routes from Marldon Road to Torquay seafront, via Cockington, for pedestrians and cyclists. It would also connect with the Geopark cycle loop.



51. Torre to Torquay Town Centre – Pedestrian and Cycle Link Improvements with enhanced signage

£

This project would see improvements to the provision of cycle and pedestrian links and wayfinding signage. Torre Station is the closest station to Torquay Town Centre, but the current signage is unclear and the route between the two could be improved.



52. Riviera Way Pedestrian and Cycle Bridge

£ £ £ £

Constructing a pedestrian and cycle bridge crossing Riviera Way to connect the communities of Shiphay and Edginswell with The Willows. Riviera Way can be seen as a barrier between these communities and the addition of a bridge would be a more pedestrian-friendly route.



53. Shiphay Lane to Avenue Road - Pedestrian and Cycle Link Ramp



There is an existing project to connect Shiphay Lane and Avenue Road and develop a pedestrian and cycle link. However, some steps would be needed to connect the path with the Rowcroft drive. This project would look to construct a ramp to remove the need to use the steps.



54. Teignmouth Road (A379) Moor Lane to Brunel Manor – Pedestrian and Cycle Road Safety Scheme



Currently this section of the road is not safe for pedestrians and has limited space for cyclists. This project would provide a footway to make the route safer for walkers and cyclists. There are a number of potential options which require further investigation.



55. Pedestrian and Cycle Links around The Willows



Creating a circular route around The Willows with connections to neighbouring areas. It would complete the missing links using the existing footpaths and bridleways.



56. Shiphay Lane to Gallows Gate – Pedestrian and Cycle Shared Use Path



Creating a link from Newton Road (existing cycle lanes) to Gallows Gate serving the proposed new development at Edginswell. It will connect to the existing and planned route to the west of Paignton. The inclusion of a footpath from Nut Bush Lane towards Gallows Gate to serve future development would also be provided.



57. Lowes Bridge Cycle Improvements



Currently Lowes Bridge junction is complicated and dominated by vehicles, making it difficult for cyclists. Improving the junction would better connect the cycle routes from the hospital and Broomhill Way.



58. Babbacombe Road – Cycle Lane and Safety Scheme



Providing a safer link between Torquay town centre and Babbacombe. The existing route along Babbacombe Road is not considered safe for cyclists given the lack of dedicated facilities and narrow width in places caused by on-street parking.



59. Upton to Torquay Golf Course – Cycle Link



Improving cycle links between the existing shared use path on Lymington Road, via Teignmouth Road, to the on-road cycle lane on St. Marychurch Road alongside Torquay Golf Course. This would allow a safer and more direct route for cyclists, past Cuthbert Mayne School.



60. Torre Railway Station Entrance

Improving the appearance and safety of the station entrance.



61. Level Access to Torre Railway Station

Creating a level access to the up (Newton Abbot bound) platform at Torre Station which is currently only accessible via a stepped footbridge.



62. New Bus Service Linking Torquay Railway Station, Torquay Town Centre and St. Marychurch

Introducing a bus service which would take a more direct route than currently available, from Torquay railway station to St Marychurch via the town centre.



63. Torquay Coach Station Relocation

This project would relocate Torquay Coach Station to a more suitable location within the Bay, giving a more attractive welcome to visitors on arrival. There are various options which need to be considered.



64. Torquay Harbour Passenger Ferry Pontoons

Torquay harbour could benefit from a single point for embarkation and disembarkation of Ferry Services. Currently there are several points of access and only one which is accessible to all. An opportunity would be to enhance the point of access adjacent to the Marina, reducing the conflicts between ferry passengers, the fish quay, and those walking around the harbour.





65. Highway, Pedestrian and Cycle Improvements from Rathmore Road to The Strand, Torquay



This project has multiple features, drawing on recommendations made in the Torquay Town Centre Masterplan. It includes alterations to the Torbay Road/Rathmore Road junction, improvements to pedestrian links across Torbay Road and alterations to the road space along Cary Parade and The Strand for pedestrians, buses, taxis, and other vehicles passing through.



66. Abbey Gates, Torquay, Junction Improvement



The junction between Avenue Road, Falkland Road, Chestnut Avenue, Torre Abbey, Kings Drive and Walnut Road has conflicting traffic flows and no pedestrian crossing facilities with limited cycle provision. The introduction of safer pedestrian crossing facilities, along with a re-phasing of the traffic signals and better design, would support a safer junction that is easier to navigate.



67. Belgrave Road/Lucius Street/Falkland Road – Pedestrian Crossing at Junction



This project would improve pedestrian safety at the crossroads between Belgrave Road and Lucius Street. It would also provide better links between the hotels and guest houses in the area, the town centre and seafront.



68. Torquay Park and Ride

Creation of a park and ride facility to serve Torquay.



69. General Post Office Roundabout (Union Street and Fleet Street Junction)

This project will look at measures to improve the conditions for pedestrians, combined with public realm improvements identified in the Torquay Town Centre Masterplan, to create a welcoming and pleasant environment to support the vitality of the town centre.



70. Fleet Street – Final Phase

Torbay Council has implemented phases of public realm improvements to enhance Fleet Street. This project would complete the works towards Union Street.



71. Broomhill Way Junction Improvement

This project would make improvements to the junction at Broomhill Way/ Hele Road to provide better clarity to make it safer and ensure necessary capacity is provided, for all users.



72. Cadewell Lane – Parking and Traffic Improvements

Re-designing the on-street parking, signage and a traffic order to improve the vehicle flow between Banbury Park and the entrance to Torbay Hospital.



Longer Term Projects

Where funding permits we propose to undertake studies that look into the need, impacts and viability of some significant projects that currently have insufficient information to include in this plan. Unless additional major scheme funding becomes available it is not expected that any of these projects will be delivered during this plan period.

The projects are:

- Torquay to Paignton (Torbay Road) – Coastal protection
- Second Main Road Route for Brixham
- A3022 Long Road to Windy Corner highway improvements
- A385 Totnes Road to Churscombe Cross highway link
- A385 Totnes Road to Long Road highway link
- Kerswell Gardens to Teignmouth Road (via Kingskerswell Road) highway improvement
- Cruise Ship harbour facilities
- Small Scale Fuel Terminal at Brixham Harbour
- Brixham's former railway line

Additionally there are projects which, whilst Torbay Council will offer support, are more concerned with influencing and informing and require different funding sources that are outside of the Council's control.

The projects identified are:

- Paignton – Plymouth train services
- Better London train services
- Capacity for bicycles on train services
- Channel Islands ferry services

Transport Projects at a Glance

Bay Wide Projects	5	38 Totnes Road (A3022 Tweenaway Cross to Paignton) - Cycle Links	10
1 Pedestrian Improvements	4	39 Torquay Road (Preston) Contra-flow Cycle Lane.	10
2 South West Coast Path Improvements	4	40 Preston Bus Way and Pedestrian Crossing	10
3 Ring Road Pedestrian and Cycle Route.	4	41 Paignton Harbour Passenger Ferry Improvements	10
4 Access for All	4	42 Paignton Town Centre Improvements	10
5 Signage	5	43 Dartmouth Road/Penwill Way Junction Improvement (Clennon Valley)	10
6 Cycle Parking	5	44 Collaton St. Mary Highway Improvement (Linking to Masterplan)	11
7 Goodrington to Broadsands and Churston - Cycle Route	5	45 Cecil Road/Torquay Road - Junction Improvement	11
8 Wi-Fi at Railway Stations	5	46 Garfield Road – Two-Way Entrance into Victoria Square Car Park	11
9 Public Transport Facilities	5	47 Waterleat Road to Colley End Road – Highway Widening	11
10 Bus and Rail Services Integration	5	Torquay Projects	12
11 Exeter Airport Express Bus Service	5	48 Pedestrian Links between Torquay Railway Station and Seafront	12
12 Torbay Night Bus Service	5	49 New Footpath Link on Parkhill Road, Torquay	12
13 Greener Buses	6	50 Seafront and Cockington to Shiphay – Pedestrian and Cycle Route	12
14 Road Safety Schemes	6	51 Torre to Torquay Town Centre – Pedestrian and Cycle Link Improvements with enhanced signage	12
15 School Road Safety	6	52 Riviera Way Pedestrian and Cycle Bridge	12
16 Electric Vehicle (EV) Charging Points	6	53 Shiphay Lane to Avenue Road - Pedestrian and Cycle Link Ramp	13
17 Projects from the Parking Strategy	6	54 Teignmouth Road (A379) Moor Lane to Brunel Manor – Pedestrian and Cycle Road Safety Scheme	13
18 Traffic Light System Changes	7	55 Pedestrian and Cycle Links around The Willows.	13
19 New Roundabouts	7	56 Shiphay Lane to Gallows Gate – Pedestrian and Cycle Shared Use Path	13
20 Helipad	7	57 Lowes Bridge Cycle Improvements	13
Brixham Project	7	58 Babbacombe Road – Cycle Lane and Safety Scheme	13
21 Brixham to Churston - Pedestrian and Cycle Link along A3022 Brixham Road	7	59 Upton to Torquay Golf Course – Cycle Link	13
22 Brixham Harbour to Berry Head – Pedestrian and Cycle Link	7	60 Torre Railway Station Entrance	14
23 Americas Lane – Pedestrian and Cycle Link	7	61 Level Access to Torre Railway Station	14
24 Brixham and Sharkham to Kingswear – Cycle Route	7	62 New Bus Service Linking Torquay Railway Station, Torquay Town Centre and St. Marychurch	14
25 Churston Cross to Windy Corner – Cycle Link	8	63 Torquay Coach Station Relocation	14
26 Brixham Ferry Pontoon	8	64 Torquay Harbour Passenger Ferry Pontoons	14
27 Shared Surfacing at The Strand/King Street/Fore Street, Brixham	8	65 Highway, Pedestrian and Cycle Improvements from Rathmore Road to The Strand, Torquay	15
28 Shared Surfacing at The Quay, Brixham	8	66 Abbey Gates, Torquay, Junction Improvement	15
29 Brixham Park and Ride	8	67 Belgrave Road/Lucius Street/Falkland Road – Pedestrian Crossing at Junction	15
30 Monksbridge Road Widening	9	68 Torquay Park and Ride	15
31 Junction Improvements at Castor Road/ Doctors Road and Burton Street/Doctors Road	9	69 General Post Office Roundabout (Union Street and Fleet Street Junction)	16
Paignton Projects	9	70 Fleet Street – Final Phase	16
32 Paignton Town Centre to Harbour – Improving Pedestrian Links	9	71 Broomhill Way Junction Improvement	16
33 Esplanade Road (Paignton Seafront) – Pedestrian Crossing Improvements	9	72 Cadewell Lane – Parking and Traffic Improvements	16
34 Great Parks to White Rock – Pedestrian and Cycle Route	9		
35 Yalberton Road – Pedestrian and Cycle Shared Use Path	9		
36 Totnes to Paignton - Cycle Route	9		
37 Clennon Valley Off Pedestrian and Road Cycle Route	10		

Help contribute to how we move around Torbay

In this final section we are asking for your comments. You can fill in the form below electronically or complete a paper copy and post it to the address below. Alternatively, you can visit www.torbay.gov.uk/transportplan to complete the online survey. We understand that there are lots of opportunities to improve how we move around Torbay, whether walking, cycling, by public transport or on the roads. We are keen to hear your priorities and bring together all of the ideas to ensure we make the right choices.

Please let us know your priorities

Please tell us the reference numbers for your top five priority projects below:

1 2 3 4 5

What are your overall travel priorities?

Please rank the types below (1 being the highest priority and 3 the lowest).

Walking and cycling

Public transport

Private vehicles

Are there any other projects we have missed?

.....

.....

.....

.....

.....

.....

.....

.....

Please send to...

Once you have answered the questions above, please send it by post or email on or before **Friday 4th December 2015** to:

Future Planning and Transport, 2nd Floor Electric House, Castle Circus, Torquay TQ1 3DR

Email: future.planning@torbay.gov.uk

For further information please call 01803 208804



travel torbay

keeping you moving around the bay



www.traveltorbay.info

 [@TravelTorbay](https://twitter.com/TravelTorbay)  [TravelTorbay](https://www.facebook.com/TravelTorbay)



This document is available in other formats. For more information please telephone 01803 208804.



Meeting: Council

Date: 13 September 2017

Wards Affected: Tormohun

Report Title: Princess Pier Superstructure

Is the decision a key decision? No

When does the decision need to be implemented?

Executive Lead Contact Details: Mayor Gordon Oliver, mayor@torbay.gov.uk, 01803 207001

Supporting Officer Contact Details: Kevin Mowat

Executive Head of Business Services

☎ Telephone: 01803 292429 (Ext 2724)

✉ Email: Kevin.Mowat@torbay.gov.uk

Colin Peters

Senior Structural Engineer (TDA)

☎ Telephone: 01803 207821 (Ext 7821)

✉ Email: Colin.Peters@tedcltd.com

1. Proposal and Introduction

- 1.1 The inclusion of £1.4 million for the repair of the superstructure of Princess Pier, Torquay within the Council's Capital Plan was originally agreed in February 2011 with an additional £450,000 funding being approved at a later date. At that stage, it was expected that the works to the superstructure would be carried out after the sub-structure repairs were completed. Those repairs were substantially completed in February 2017.
- 1.2 In February 2015, a separate allocation of £254,000 was agreed for the replacement decking and joists of the Pier. Following the receipt of tenders, the cost of this work increased to £360,000 with the difference being funded from the allocation for the Princess Pier Superstructure scheme. The work for the replacement decking and joists was completed in February 2017 and the Pier is now considered safe for public use although the banjo area (at the far end of the Pier) remains fenced off.
- 1.3 The works to the superstructure (namely, repairs to the steel structure and boardwalk not already repaired, demolition of the unsafe banjo "wings" and creation of a ramp to the concrete section of the pier) have yet to be started. There is currently £1.7 million within the agreed Capital Plan for this scheme.
- 1.4 This scheme aims to significantly reduce the level of maintenance required moving forward as some parts of the infrastructure, which are no longer required, will be

removed. It will also protect an important and notable asset for use by residents and tourists in the future and ensure that those with disabilities can safely access the entire length of the Pier.

- 1.5 The Council, at its meeting held on 25 February 2017, approved the Capital Plan subject to the Mayor and Chief Executive reviewing this project and making recommendations to the Council. At that stage, it was also agreed that no further significant work should be undertaken until the scheme had been re-presented to Council for detailed consideration and determination as appropriate. The business case set out in Appendix 1 provides the information requested by Council.
- 1.6 The Mayor and the Chief Executive have both reviewed the business case and the recommendation below is endorsed by both of them.

2. Reason for Proposal

- 2.1 Further consideration of the proposed scheme was requested by the Council at its meeting in February 2017. The scheme addresses the recommendations of the TDA's senior structural engineer and the Council's Harbour Master.
- 2.2 The proposed works will protect an important and notable asset for use by residents and tourists in the future. It will also reduce the level of maintenance required moving forward as well as delivering Disability Discrimination Act compliant access to the entire length of the Pier.

3. Recommendation(s) / Proposed Decision

- 3.1 That the inclusion of £1.7 million within the Council's Capital Plan for works to the Princess Pier Superstructure, as set out in the Business Case at Appendix 1, be re-confirmed.

Appendices

Appendix 1: Business Case for the Princess Pier Superstructure Capital Scheme

Background Documents

None

Section 1: Background Information

1.	<p>What is the proposal / issue?</p> <p>Capital funding has been identified in the Council’s Capital Plan for repairs to the superstructure of Princess Pier. The Council at its meeting in February 2017 requested that the Mayor and Chief Executive review the project and make recommendations to the Council.</p> <p>The capital scheme comprises the demolition of the unsafe “wings” of the banjo at the far end of the Princess Pier, repairs to the steel structure and boardwalk not already repaired, and creation of a ramp to the concrete section of the pier.</p>
2.	<p>What is the current situation?</p> <p>The “wings” of the banjo section have been fenced off since November 2006 as they are deemed unsafe for public access. The old Western Lady timber landing is underneath one of these wings and is falling into disrepair. This part of the structure has already been declared derelict by Council officers. Should the landing fail, this could have implications for the wing of the pier.</p> <p>Access to the concrete arm of the Pier is limited because it is via a set of steps.</p>
3.	<p>What options have been considered?</p> <p>The Council could continue to operate the Pier as it stands. However, the condition of the Pier will continue to deteriorate which is likely to lead to higher costs for repairs to the superstructure or to the closure of the Pier.</p> <p>If the works are not progressed, ultimately the Pier will need to be closed to the public as it will be deemed to be unsafe. The Pier is a significant landmark in Torquay and closing it would have a negative effect on the area’s and Council’s reputation.</p> <p>A further option would be to just demolish the banjo part of the Pier, including the ‘wings’. This option would address the safety issues but would mean that there would be no improvement to public access to the concrete section of the Pier. However, the majority of the costs for this scheme are associated with the demolition rather than the repairs and creation of the proposed ramp. In the long term the demolition work will reduce the level of maintenance required as there will be less infrastructure to repair.</p>

4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>Princess Pier forms an extension to the promenade at Torquay seafront and, as such, is an important part of the seaside offer. It is one element of Torbay being an attractive place to live, visit and work, one of the actions which fits with the Council's ambitions of having a Prosperous and Healthy Torbay.</p>
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>The Pier is a local and free amenity. This scheme would ensure that access to the whole length of the Pier is available to the whole community.</p> <p>Consultation has been undertaken with local ward Councillors and the Torbay Civic Society.</p>
6.	<p>How will you propose to consult?</p> <p>Consultation has been undertaken with local ward Councillors and the Torbay Civic Society. A number of statutory consents will be required before any work can proceed and further public consultation will be required as part of those consent processes.</p>

Section 2: Implications and Impact Assessment

7.	<p>What are the financial and legal implications?</p> <p>£1.7 million is currently allocated to the scheme from within the Council's Capital Plan. £1.465 million would be funded from capital grant, which is not ring-fenced and the remainder will be funded from future capital receipts.</p> <p>There are no revenue costs or savings associated with the scheme although it will certainly reduce future maintenance liabilities as some of the infrastructure will be permanently removed.</p>
8.	<p>What are the risks?</p> <p>The risk of not undertaking the scheme is that the Pier (or sections of it) would need to be closed to the public.</p> <p>The risk to the delivery of the scheme is that it costs more than is allocated within the Capital Plan. This will be mitigated by close project management.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>In accordance with the requirements of the Public Services (Social Value) Act 2012, as part of this project we will consider whether the requirements</p>

	<p>we are procuring might improve the economic, social and environmental well-being of the area, taking into account the Council's priorities, the needs of the area and any relevant corporate plans and community strategies. We will include requirements aimed at securing any identified improvements within the tender process.</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>This proposal takes account of the reports from the Council's appointed Structural Engineers and advice from the Harbour Master on matters of navigational and public safety.</p>
11.	<p>What are key findings from the consultation you have carried out?</p> <p>These proposals have been discussed with the Mayor, his Executive Group, local ward Councillors and the Torbay Civic Society. Following such discussions/briefings the proposals have been supported.</p>
12.	<p>Amendments to Proposal / Mitigating Actions</p> <p>Not applicable.</p>

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	The scheme will create a ramp to the concrete arm of the Pier which will be Disability Discrimination Act compliant. It will create easier access to the end of the Pier, which will be an improvement on the current arrangement.		
	People with caring Responsibilities	The scheme will create a ramp to the concrete arm of the Pier which will be Disability Discrimination Act compliant. It will create easier access to the end of the Pier, which will be an improvement on the current arrangement.		
	People with a disability	The scheme will create a ramp to the concrete arm of the Pier which will be Disability Discrimination Act compliant. It will create easier access to the end of the Pier, which will be an improvement on the current arrangement.		
	Women or men			No differential impact.
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			No differential impact.
	Religion or belief (including lack of belief)			No differential impact.

	People who are lesbian, gay or bisexual			No differential impact.
	People who are transgendered			No differential impact.
	People who are in a marriage or civil partnership			No differential impact.
	Women who are pregnant / on maternity leave	The scheme will create a ramp to the concrete arm of the Pier which will be Disability Discrimination Act compliant. It will create easier access to the end of the Pier, which will be an improvement on the current arrangement.		
	Socio-economic impacts (Including impact on child poverty issues and deprivation)			No differential impact.
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			No differential impact.
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	None		
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	None		



Capital Scheme Business Case

Princess Pier - Superstructure

Version:	1
Date:	28.7.17
Author:	Kate Spencer
Director/Executive Head:	Kevin Mowat
Project Manager:	tbc
Business Unit/Service:	Business Services

1. Executive Summary

The inclusion of £1.4 million for the repair of the superstructure of Princess Pier, Torquay within the Council's Capital Plan was originally agreed in February 2011 with an additional £450,000 funding being approved at a later date. At that stage, it was expected that the works to the superstructure would be carried out after the sub-structure repairs were completed. Those repairs were substantially completed in February 2017.

In February 2015, a separate allocation of £254,000 was agreed for the replacement decking and joists of the Pier. Following the receipt of tenders, the cost of this work increased to £360,000 with the difference being funded from the allocation for the Princess Pier Superstructure scheme. The work for the replacement decking and joists was completed in February 2017 and the Pier is now considered safe for public use although the banjo area remains fenced off.

The works to the superstructure (namely, repairs to the steel structure and boardwalk not already repaired, demolition of the unsafe banjo "wings" and creation of a ramp to the concrete section of the pier) have yet to be started. There is currently £1.7 million within the agreed Capital Plan for this scheme.

The Council, at its meeting held on 25 February 2017, approved the Capital Plan subject to the Mayor and Chief Executive reviewing this project and making recommendations to the Council. At that stage, it was also agreed that no further significant work should be undertaken until the scheme had been re-presented to Council for detailed consideration and determination as appropriate. This business case sets out the information requested by Council.

2. Strategic Fit

2.1 Scheme objective

The objective of the scheme is to repair part of the superstructure of Princess Pier, Torquay, remove the unsafe elements of the Pier and create a Disability Discrimination Act compliant ramp to enable access to the concrete section of the Pier. Further details of the proposed scheme are set out in Appendix 1 to this Business Case.

This would reduce the level of maintenance required moving forward, protect an important and notable asset for use by residents and tourists in the future and ensure that those with disabilities can enjoy improved access to the entire length of the Pier.

2.2 Statutory Framework

There is no statutory requirement for the Council to own or operate a promenade pier. However, given that the pier is accessed by members of the public there is a requirement to ensure that it is safe and that reasonable adjustments are made to ensure that it is accessible.

2.3 Policy Framework

Princess Pier forms an extension to the promenade at Torquay seafront and, as such, is an important part of the seaside offer. It is one element of Torbay being an attractive place to live, visit and work, one of the actions which fits with the Council's ambitions of having a Prosperous and Healthy Torbay.

2.4 Equality, Diversity and Deprivation

The concrete arm of the Pier is currently accessed via steps. This proposal would see the creation of a Disability Discrimination Act compliant ramp from the wooden element of the Pier down to the concrete arm.

2.5 Condition of the asset

The "wings" of the banjo section have been fenced off since November 2006 as they are deemed unsafe for public access. The old Western Lady timber landing jetty is underneath/adjacent to one of these wings and has been declared derelict. Should the landing jetty fail, this could have implications for this wing of the pier.

The latest Condition Survey for Princess Pier (November 2011) highlighted:

"The Banjo section of the pier is in poor condition and is continuing to deteriorate. Work will be necessary on this section in the immediate future.

In the long term Torbay Council will need to decide what are the future requirements for the Banjo section of the pier. It is very unlikely that it would be economic to repair the Banjo section so demolishing it would be the best option."

Appendix 1 to this Business Case sets out in more detail the current condition of Princess Pier.

The demolition of the wings of the banjo section would, however, enable the improvement of the Pier through the creation of the ramp to the concrete section of the Pier

2.7 Interfaces and Critical Dependencies

Further works have been identified as being required to the sub-structure of the Pier but these are not substantial and do not put at risk any investment in the

infrastructure above. Progress on the sub-structure works will be dependent on Environment Agency funding, which has been quite reliable over a number of years. Ongoing maintenance will be required for the promenade element of the Pier (the timber & steel superstructure) but the proposal would see that maintenance liability reduce as the quantum of infrastructure is reduced through demolition.

2.8 Critical Success Factors

The project will be a success if the access to all sections of the Pier can be improved for all the community, if the works are completed without major disruption and if the works are completed within budget.

3. Options Appraisal

Options considered	Brief explanation of options (including justifying options exclusion where applicable)
Do nothing	The Council could continue to operate the Pier as it stands. However, the condition of the Pier will continue to deteriorate which is likely to lead to higher costs for repairs to the superstructure or to the eventual closure of the Pier or parts thereof.
Close the Pier to the public	If the works are not progressed, ultimately the Pier will need to be closed to the public as it will be deemed unsafe. The Pier is a significant landmark in Torquay and closing it would have a negative effect on the area's and the Council's reputation. Such a closure would also have a negative economic impact.
Demolish the banjo section of the Pier without introducing a new ramp access	This option would address the safety issues with the banjo but it would mean that there would be no improvement to public access to the concrete section of the Pier. However, the majority of the costs for this scheme do not relate to the creation of the proposed ramp.
Demolish the banjo section of the Pier and construct a new ramp access	This is the preferred option. This option will significantly reduce the level of maintenance required moving forward as some parts of the infrastructure, which are no longer required, will be removed. It will also protect an important and notable asset for use by residents and tourists in the future, as well as ensuring that those with disabilities can safely access the entire length of the Pier.

4. Financial Aspects

4.1 Financial Investment

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Capital Investment	£1,744,000				
Made up of:					
External Grant Funding					
Capital Receipt	£279,000*				
Allocated Capital Grant					
Unringfenced Capital Grant	£1,465,000				
Prudential Borrowing					
Ongoing Revenue Costs:					
Repairs and Maintenance					
Staffing					
Other					

* to be realised from future sales

4.2 Financial Savings

	Year 1	Year 2	Year 3	Year 4	Year 5
Savings against current costs					
Additional income					
Foregone income					
Efficiency savings – Council					
Efficiency savings – Other public sector					

There are no cashable savings however the work will reduce future capital liabilities.

5. Outcomes, Benefits and Dis-benefits

Princess Pier is part of the Torquay's "shop-window" and is used by tourists, visitors and residents alike. The proposed scheme would ensure that the Pier is accessible to all to continue to enjoy into the future. Although the banjo element will be removed the majority of this area has been closed to the public for over 10 years with no discernible dis-benefit to the community.

6. Risk Summary

6.1 Risk of not implementing the scheme

Risk Description	Risk Mitigation
The Pier (or sections of it) will need to be closed to the public.	Completion of the proposed scheme.

6.2 Risk of delivering the scheme

Risk Description	Risk Mitigation
The scheme costs exceed the available budget.	The project will be managed closely.

6.3 Strategic Risk Register

To be reviewed if the scheme progresses.

7. Project Delivery

7.1 Project Roles

The **Project Sponsor** will be Kevin Mowat, Executive Head – Business Services.

The **Project Manager** will be allocated by the Torbay Development Agency.

7.2 Milestones

Milestone	Date	Dependency/Interface
Council decision whether to proceed	13 September 2017	

This section will be completed if the scheme is agreed.

Princess Pier, Torquay



Appendix to Capital Scheme Business Case: Princess Pier – Superstructure

A non-technical report primarily concerned with the condition and works need of the pier boardwalk.

Contents	page
Summary	1
Introduction	1
Current condition	4
Boardwalk widening	
Boardwalk between theatre promenade and widening	
Existing Plan drawing	9
Conclusions and recommendations	10
Proposed Plan drawing	11

Prepared by

Colin Peters IEng, AMIStructE

Torbay Development Agency

July 2017



Summary

The boardwalk widening at the end of Princess Pier (the 'Banjo'), and the timber landing adjacent are at critical risk of collapse. This report recommends their urgent controlled demolition; such collapse may otherwise compromise the integrity of the sea defence to which they are attached. Access to the concrete pier beyond the 'step' arising following removal of the widening may be returned with a ramped installation, subject to Planning consent.

Separately the steel frame supporting the boardwalk between the promenade at Princess Theatre and the widening requires treatment recommended to be passive cathodic protection to supporting piles/columns below the water line, and a high performance protective coating to framing above.

Introduction

The raised boardwalk constructed over the concrete sea defence in 1894 to extend pier use as a leisure facility comprises a steel frame supporting timber decking. It extends approximately 230m from the promenade at Princess Theatre and over sails the concrete pier seaward, to double the width of the underlying concrete surface.

The over sail is supported by steel piles, or columns, founded in the sea bed (see photo 2). The boardwalk widens further, both seaward and landward at the pier head (the 'Banjo'). An additional timber landing quay on the seaward side of the pier head was built in 1906.



1 *Timber boardwalk at Princess Theatre promenade*



2 1970s-installed galvanised steel frame below timber boardwalk supported on the original concrete and masonry pier, and by steel piles (columns)



3 Widening at the pier head; fencing installed in 2007 to close unsafe areas, thoroughfare maintained for public access to pier beyond



4 1950s-installed steel lattice supported widening stepping down to original concrete pier structure (photo taken before the 2007 closure). Both the steel lattice and the diagonal concrete encased steel props supporting it are severely defective

Current condition

Boardwalk widening

The condition of this area of the boardwalk is critically defective.

Original lattice steelwork support to the timber deck, including supporting piles, between the theatre and the pier head was replaced in the late 1970s with a galvanised steel frame; steel framing at the pier head, including its supporting piles, dates back to the 1950s and is severely defective due to prolonged exposure to the aggressive marine environment.

Since its partial closure on safety grounds in 2007 the condition of the widening at the pier head, and the adjacent timber landing, have continued to deteriorate. They are now both of a condition of potential collapse.

Reported in 2007 the steel piles supporting the lattice framed widening have been measured to be losing an average 1mm section thickness per year at the zone of 'Accelerated Low Water Corrosion' (ALWC). They were in the report estimated to lose all section thickness at this aggressive zone within 15 years. The piles currently therefore appear to be very close to failure. In addition their diagonal ties have in some cases already deteriorated to failure. ***The cumulative effect of severely weak piles and failed ties leaves the supporting***

members to the boardwalk widening as offering extremely uncertain structural stability.

Meanwhile the 1950s-installed steel lattice spanning over the piles and supporting the timber deck widening continues to similarly deteriorate, it having suffered complete loss of protective coating and having been exposed to the aggressive marine environment for many years. Severe section loss may be observed throughout the full lattice extent, where corrosion has left some elements with little residual structural capacity. The concrete-encased diagonal struts, redundant on the seaward side of the pier, but providing support to the harbour-side widening (see photo 4) display significant spalling i.e. bursting of the encasing concrete, maintaining the enclosed steel increasingly exposed to continuing corrosive action.

The timber landing adjacent to the widening displays complete or near-complete loss of section to several of its leg elements (see photo 9). Its stability in the marine environment is severely compromised with only residual strength and support in the remaining timber.

The close proximity of the uncertain timber landing and the uncertain steel pile array gives rise to the real prospect of potential consequential failure of either due to the collapse of the other.



5 Piled support to boardwalk widening showing failure of diagonal ties. The piles supporting the lattice framing have suffered accelerated low water corrosion (ALWC) and are severely corroded, having lost an average 1mm section thickness per year. The timber landing is to the right of the picture



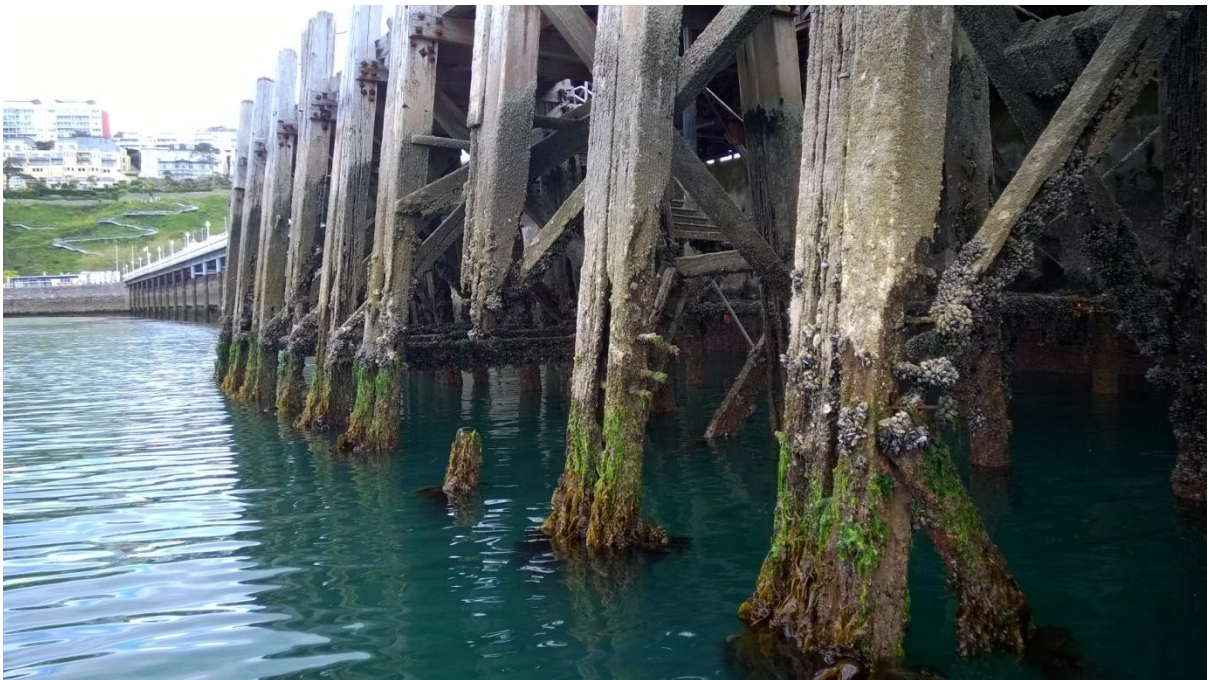
6 General view below pier head widening showing corrosion to steel framing and significant spalling (cracking) of concrete encased props



7 Heavy corrosion to pier head steel lattice



8 *Heavy corrosion to pier head steel lattice, showing delamination over residual steel section*



9 *Timber landing with significant reduction and complete loss of material to key supporting members*

Boardwalk between theatre promenade and widening

Timber deck replacement to the length of pier from the theatre to the boardwalk widening, works spanning several years, was completed with a final 450m² in 2015/16. At the same time as this final phase the supporting galvanised steel frame was treated with a high performance protective coating system. The remaining 1200m² of 1970s galvanised framing remains untreated and shows loss of protective zinc plating appearing as localised areas of corrosion now susceptible to the marine environment.

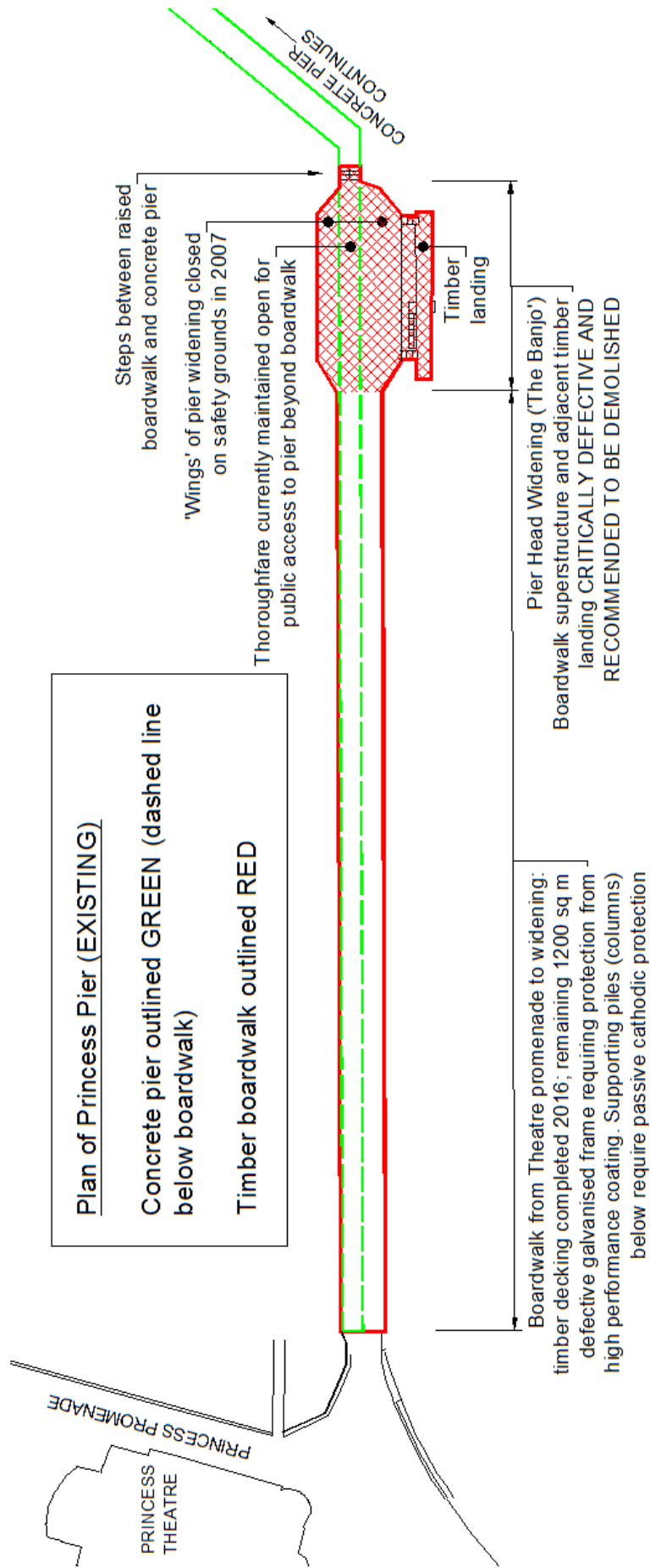
The supporting piles to this section of the boardwalk have been previously treated with a protective coating now defective, the piles displaying localised corrosion, but remaining wholly functional.



10 *View of failing galvanised protection to steel frame below boardwalk between theatre promenade and widening*



11 *View under boardwalk showing recent timber decking installation over 1970s-installed galvanised frame refurbished with protective coating*



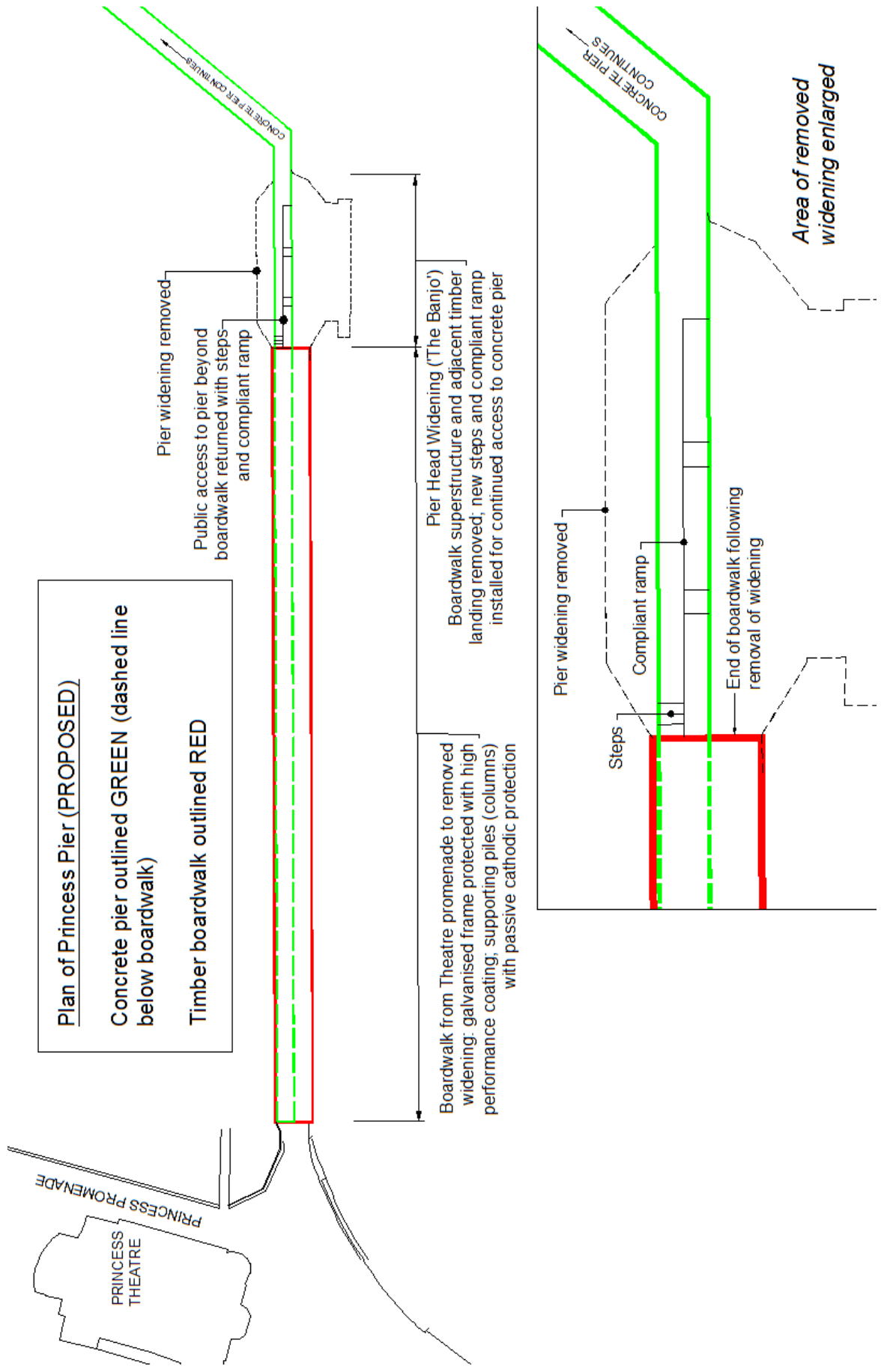
Conclusions and recommendations

The boardwalk widening at the end of the pier (the 'Banjo'), and the timber landing adjacent are at critical risk of collapse. They are recommended to be urgently demolished under controlled conditions since such collapse may otherwise compromise the integrity of the sea defence to which they are attached. Access to the concrete pier beyond the 'step' arising following removal of the widening would be proposed to be returned with a ramped installation, as shown in the drawing below. Demolition and remedial step/ramp install are likely to be subject to Planning consent.

The galvanised steel frame supporting the boardwalk between the promenade at Princess Theatre and the widening has deteriorated to a condition requiring treatment recommended to be passive cathodic protection below the water line, and a high performance protective coating above.

Recommendations are illustrated in a drawing on the following page.

Note: There is an ongoing programme of underwater concreting repairs to the concrete pier subject to available funding, the highest priority works having been completed in 2017, to the pier structure beyond the boardwalk widening.





Meeting: Overview and Scrutiny Board
Council

Date: 6 September 2017
13 September 2017

Wards Affected: All

Report Title: Update to the Capital Plan 2017/2018

Is the decision a key decision? No

When does the decision need to be implemented?

Executive Lead Contact Details: Gordon Oliver, Mayor, mayor@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, Head of Finance, 01803 207285, martin.phillips@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Capital Plan budget totals £169 million for the 4 year programme, with £84.2 million currently scheduled to be spent in 2017/18, including £46.1m on two Investment Fund opportunities, £3.9m on the Western Corridor and £15.5m on Regeneration projects (although this is subject to review), but still requires £0.3 million from capital receipts and capital contributions over the life of the Capital Plan.
- 1.2 The Council's Capital Plan is updated on a quarterly basis which includes any new funding announcements and allocations. It provides high-level information on capital expenditure and funding for the year compared with the last Plan update as reported to Council in February 2017.

2. Reason for Proposal

- 2.1 Quarterly reporting to both the Overview and Scrutiny Board and to Council is part of the Council's financial management.
- 2.2 There are a number of Council schemes where Council approval is required for the allocation of funds to a scheme or service including the approval of any prudential borrowing.
- 2.3 As a result of changes in the Council's capital plan since February 2017 in relation to schemes funded from prudential borrowing, it is recommended that both the operational boundary and the authorised limit are increased.

3. Recommendation(s) / Proposed Decision

3.1 That Council note the latest position for the Council's Capital expenditure and funding for 2017/18.

3.2 That Council approve the allocation of the following grants to services:

3.2.1 Dept of Health – Disabled Facilities Grants (DFGs) 2017/18, £1.631million to Disabled Facilities Grants/Adults Social Care. Members are recommended to allocate £1 million to fund DFGs with the remaining £0.631m to be used under the terms of the Better Care Fund.

3.2.2 Dept for Education: 2017/18 Devolved Formula Capital £0.079m to Children's Services (ringfenced grant)

3.2.3 Dept for Education: 2017/18 School Condition grant £0.418m to Children's Services

3.2.4 Dept for Education 2019/20 Basic Need grant £0.559m to Children's Services.

3.2.5 Dept for Education 2018/19 - 2020/21 Special Provision Fund £0.5m (total) to Children's Services.

3.2.6 Dept for Transport – Highways Structural Maintenance Incentive element (2017/18) £0.109m to Highways.

3.3 That Council increase the 2017/18 operational borrowing boundary to £310m, being £290m for external borrowing and £20m other liabilities, from £191m.

3.4 That Council increase the 2017/18 authorised borrowing limit to £330m, being £310m for external borrowing and £20m other liabilities, from £255m.

4 Supporting Information and Impact Assessment

4.1 Members of the Overview and Scrutiny Board and Council receive regular budget monitoring reports on the Council's Capital Plan throughout the year. The Council's four year Capital Plan is updated each quarter through the year. This report is the monitoring report for the first quarter 2017/18 and includes variations arising in this quarter to the end June 2017.

4.2 The overall funding position of the 4 year Capital Plan Budget of £168.3 million, covering the period 2017/18 – 2020/21, is primarily fully funded but still relies upon the generation of £0.7 million of Capital income from capital receipts and capital contributions over the life of the Capital Plan.

4.3 Of this £0.7m funding requirement, Capital Receipts of £0.4 million have been received by the end of June 2017, leaving a balance of £0.3 million still to be realised from both capital receipts and capital contributions. It is only after this target has been reached that any capital receipts should be applied to new schemes.

- 4.4 As the target income for capital receipts and capital contributions are required to meet existing Council commitments, it is important that any capital income raised is allocated to existing commitments and not used to support additional expenditure on new schemes.
- 4.5 The movements in the estimate of expenditure in 2017/18 on the Capital Plan between the last monitoring report at February 2017 of £56.3m and the current approved budget for 2017/18 of £84.2m are shown below. Please note the format of this table shows schemes ordered by Council's Targeted Actions, as is Appendix 1.

Scheme	Variation in 2016/17	Change £m	Reason
Estimate as at Q3 2016/17		56.3	Capital Plan Update – 2016/17 Quarter 3 (Report 25 Feb 2017)
Budget changes since last report (Q3 2016/17)			
		56.3	
Scheme budgets brought forward from 2016/17 and year end adjustmts.	Re profiled to 2017/18	4.9	For details see 2016/17 Capital Outturn report (Council 22 June 2017)
		61.2	
Protecting Children			
Capital repairs & maintenance 17/18	Additional resources	0.4	New Govt grant allocation
Devolved Formula Capital	New Govt grant allocation	0.1	2017/18 ringfenced grant allocation
New Paignton Primary School	Additional funding	0.5	Transfer budget from Torbay School Relocation
Torbay School Relocation	Rephased part of budget	(1.0)	Project on hold pending identification of alternative site
	Reduced budget to fund other scheme	(0.5)	Budget reallocated to New Paignton Primary School
Torquay Secondary School places	Rephased part of budget	(0.8)	Classroom extensions likely completion in 2018/19
		(1.3)	
More Prosperous Torbay			
Claylands Redevelopment	Rephased budget	(8.0)	Project slipped pending further report to Council
Edginswell Business Park	New scheme budget	6.6	Scheme approved by Council 22/06/17
		(3.6)	Part moved to 2017/18
Employment Space, Torbay Business Park	Rephase part budget	(1.0)	Expected completion in 2018 so part budget moved
Innovation Centre	Additional resources	1.2	ERDF grant funding

Phase 3 (EPIC)	Rephased budget	(5.5)	confirmed Reviewed cashflow plans
Investment Fund	Increase budget	17.1	Potential investment opportunity – Council 13/06/17
	Budget rephased for new acquisitions	18.6	Rephased from future years
South Devon College	New scheme	4.0	Council 23/02/17 approved loan for Hi-tech facilities
Upton Place Student Accommod.	New scheme	0.2	Council 10/05/17 approved £14.2m scheme
Transport – Edginswell Station	Rephase budget	(2.2)	Delayed pending funding bid and Council report
Transport – Highway Structural Maintenance	Additional budget	0.1	Indicative 17/18 Incentive element allocation
Transport – Torquay Gateway	Budget moved	(2.8)	Scheme temporarily on hold
		24.7	
Attractive and Safe place			
Parkwood Leisure loan re TLC	New scheme	1.7	Council 22/06/17 approved loan
Pgn Harbour Lights Redevelopment	New scheme	0.6	Scheme approved by Council 22/06/17
Princess Pier – Structural repair	Rephase budget	(1.2)	Review expenditure profile
		1.1	
Protect and Support Vulnerable Adults			
Adult Social Care	Budget allocation	0.6	Part of DFG 2017/18 grant allocation
Affordable Housing	Increase budget	0.3	Budget increased by Right To Buy receipts 2016/17
	Budget moved	(1.2)	Transfer to future years
Disabled Facilities Grants	Budget allocation	1.0	Part of DFG 2017/18 grant allocation
Empty Homes Scheme	Rephased budget	(0.5)	Transfer to 2018/19
Private Sector Renewal	Rephased budget	(0.1)	Moved to 2018/19
		0.1	
Corporate Support			
Essential capital repairs	Budget transferred to future years	(1.0)	Review of likely expenditure needs
General Contingency	Budget moved to 2018/19	(0.6)	Contingency unlikely to be required this year
		(1.6)	
Estimate – Quarter One 2017/18		84.2	

- 4.7 The Capital Plan Budget has been updated for any further revision to both projects and timing, resulting in the latest revision attached to Annex 1. The Plan now totals £169 million over the 4 year period of which £84.2 million relates to 2017/18 and £45.8 million relates to 2018/19.
- 4.8 The purpose of this report and the Monitoring statement attached is to highlight any existing or potential issues which may affect the delivery of the major projects included in the Plan and to consider any potential effect on corporate resources.
- 4.9 Expenditure to the end of this first quarter was £3 million with a further £9.4 million of commitments on the Council's finance system. The expenditure of £3 million is only 4% of the latest budget for 2017/18. This compares with £1 million (or 3% of outturn) for the first quarter last year. Since quarter one a further £43m has been spent on two investment properties.
- 4.10 The Chief Finance Officer has challenged service managers on a number of spending profiles and it is expected further re profiling will occur on a number of schemes.

	2012/13 £m (%)	2013/14 £m (%)	2014/15 £m (%)	2015/16 £m (%)	2016/17 £m (%)	2017/18 £m (%)
Quarter One	2 (11%)	4 (23%)	2 (10%)	1 (4%)	1 (3%)	3 (4%)
Quarter Two	4 (21%)	4 (23%)	4 (20%)	4 (17%)	3 (8%)	
Quarter Three	5 (26%)	3 (18%)	4 (20%)	8 (35%)	2 (5%)	
Quarter Four	8 (42%)	6 (35%)	10 (50%)	10 (44%)	32 (84%)	
Total In Year	19	17	20	23	38	84

4.11 Updates to Capital Plan

4.12 Protecting and Supporting Vulnerable Adults.

- 4.13 Adult Social Care – £0.631m of the Government's grant allocation for Disabled Facilities Grants is expected to be used to support Adult Social Care under the terms of the Better Care Fund so is shown against this item in the Appendix pending confirmation of these allocations by Members.
- 4.14 Affordable Housing – in line with the Council's approved Capital Strategy, the budget to support affordable housing schemes has been increased by £0.251 m to reflect the 2016/17 Right to Buy Clawback receipt received from Sanctuary Housing Association under the terms of the Council's original housing stock transfer agreement with (the then) Riviera Housing Trust. In addition a further £0.22 m Section 106 funds earmarked for Affordable Housing have been secured and have been added to the available budget in future years.
- 4.15 The affordable housing budget now totals £2.4m and at present this has not been allocated to specific schemes. Council in July approved the Housing Policy Framework. Linked to that framework it is expected that a report will be presented to Council in September 2017 to identify projects which could be supported from these resources.

- 4.16 The Council meeting on 20 July approved a £25m capital loan (funded from Prudential Borrowing) to facilitate the work of a proposed Housing Rental Company. This loan facility will be drawn down as required but has been included in the Capital Plan spread over the next three years (2018/19 - 2020/21), but is noted here for information.
- 4.17 Disabled Facilities Grants – £1.0 million of the £1.631 million Government grant allocation has been added to the figures in the Appendix on the basis of this Report's recommendation. The balance is shown against Adult Social Care.
- 4.18 **Protecting Children:**
- 4.19 There are a number of variations to budgets on various schemes as detailed below.
- 4.20 Capital Repairs and Maintenance (Condition funding) – the 2017/18 allocation of School Condition grant of £0.418m has been shown here pending confirmation by Council.
- 4.21 Devolved Formula Capital grant allocation for 2017/18 of £0.079m is a ring fenced grant and has been added to the Capital Plan.
- 4.22 New Paignton Primary School – It is anticipated that the new school will be a Free School with funding from the Education Funding Agency however progress is delayed awaiting instructions on revised site options. The EFA funding is dependent on the authority providing the site as a matter of urgency – at present the Council does not have a suitable site but has identified a site option which will cost approx £0.5 m. It is proposed to transfer funds from the Torbay School relocation budget, (since this project is currently on hold and will need to be reviewed when an alternative relocation site is identified), in order to enable the rapid site acquisition. A report was presented to Council in August 2017 to indentify a site for the new school.
- 4.23 Secondary School places - This project was delayed following a reduction in Government funding however work is again progressing with Science Laboratories likely to complete in September 2017 but completion of the classroom extension is now not expected until September 2018. Consequently £0.8m of the budget has been moved to 2018/19.
- 4.24 Torbay School Relocation - Project is on hold awaiting a decision on alternative sites for relocation following refusal of planning application for Parkfield. £1m of budget has therefore been re-phased to 2018/19. Further, since this project will have to be reviewed when an alternative location is identified as per paragraph 4.22 above, £0.5m of the budget is being reallocated to urgently provide funds to acquire a potential site for a new Paignton Primary (Free) School.
- 4.25 **Attractive and Safe Place**
- 4.26 Paignton 'Harbour Lights' Restaurant redevelopment – Council on 22 June 2017 approved the redevelopment of the Harbour Lights restaurant at Paignton Harbour. The redevelopment is estimated to cost £0.6m funded from Harbour Reserve £0.1m and Prudential Borrowing £0.5m.

- 4.27 Parkwood loan re Torbay Leisure Centre – as part of the proposed new lease agreement with Parkwood Leisure at Torbay Leisure Centre and Velopark, at its meeting on 22 June 2017, the Council approved a £1.7m loan to Parkwood to enable improvements at the Centre to help generate additional revenue. Subsequent to Council approval the Chief Executive took an emergency Council decision to vary the contract length to be 12 years rather than 10 years to ensure the term of the contract and loan are co-terminus.
- 4.28 **More Prosperous Torbay**
- 4.29 Claylands Redevelopment – preliminary ground investigation works are in progress with a further report to Council scheduled for September 2017. Consequently the project has slipped and £8m budget has been moved to later years.
- 4.30 Edginswell Business Park – a new £6.6m regeneration scheme was supported by Council on 22 June 2017 funded by Prudential Borrowing. The scheme will involve acquisition of the site and subsequent construction and development costs. The budget for the project is split between this and the next financial years.
- 4.31 Employment Site (Graphics Control) – This project is now underway with the site acquired and development works in progress. The scheme should complete in May 2018 and £1m budget has been re-phased to next year.
- 4.32 Innovation Centre Phase 3 - Electronics & Photonics Innovation Centre – ERDF funding of £1.2 million has been confirmed for this project, and now forms part of the scheme budget. Start on site is expected to be in October 2017 and the likely expenditure profile for this project has been reviewed, with £5.5 m of the budget moved to future years to reflect this.
- 4.33 South Devon College – Loan. This £4.0m loan funded from Prudential Borrowing to part finance the construction of a purpose-built high tech and digital centre for South Devon College has now been added to the Capital Plan following scheme approval by Council on 23 February 2017. The loan was transacted in July 2017.
- 4.34 Transport – Edginswell Station. A report on the project will be presented to Council shortly following the outcome of the New Stations Fund.
- 4.35 Transport Integrated Transport Schemes – the expenditure proposals for this budget will be submitted to Council for approval in a separate report. At this stage the budget remains unchanged.
- 4.36 Transport Structural Maintenance – The Government have given indicative grant allocations from their Incentive Fund (£0.109m) for 2017/18. If agreed by Members this amount will be added to the Highways Structural Maintenance budget to improve the condition of roads in Torbay. For convenience, the grant has been added to the budget shown in the Appendix.
- 4.37 Transport – Western Corridor and Tweenaway Cross. There are increasing demands on these budgets both from ongoing construction costs and related compensation claims. These cannot easily be delivered within existing budgets and commitments so officers are considering options, but additional resources are required and discussions are being held with the LEP to explore the possibility of

diverting funds from other schemes (e.g. Torquay Gateway).

- 4.38 Transport – Torquay Gateway. Works on the transport improvements around the Torquay Gateway sites are largely on hold whilst funding reviews and options for Western Corridor are considered. Consequently the bulk of the remaining budget has been moved to 2018/19 and 2019/20.
- 4.39 Upton Place, Lymington Road Student Accommodation – This £14.2m scheme to support a ‘design and build’ Town Centre regeneration project on part of the Town Hall car park site was approved by Council on 10 May 2017. The majority of the budget will be spent in future years but some initial preparatory work is budgeted in the current year.
- 4.40 Essential Capital Repairs – this budget is provided to enable urgent works to Council assets including Infrastructure. Part of the budget (£0.375m) was allocated to Freshwater Cliff stabilisation and there is a current urgent demand for sea wall repairs near The Boat House, Paignton and other potential flood alleviation works (see para 4.41 below). Officers will carefully consider and consult on how much and where this budget is to be allocated. £1.0m of the available budget has been moved to future years since it is unlikely to be used in the current year.
- 4.41 Flood Defence schemes – the Capital Plan currently includes a provision of £0.055m to support future Environment Agency schemes. The latest flood alleviation and coastal defence schemes within Torbay which have Environment Agency grant allocations require Torbay partnership funding of approximately £0.615 million from 2017/18 to 2020/21. It is possible that this funding could be allocated from the Essential Capital repair works budget. Officers will need to consider this option in the light of other potential demands on this budget.
- 4.42 Hollicombe Cliffs Rock Armour – Works progressing on site and all works should be completed by end of July 2017.
- 4.43 Haldon/Princess Piers Structural repair – Works are being undertaken to support an application of a business case for Environment Agency ‘grant in aid’ funding towards the next phase of the repair works. Again a large portion (£1.2m) of the budget allocation has been rephased to 2018/19 to reflect the likely expenditure profile.
- 4.44 Investment Fund – An increased budget of £17.0 m was agreed by Council on 13/06/17 for the potential acquisition of a further investment opportunity. In July 2017 that investment property was purchased. Resulting in a total spend to end of July of £67m from the Investment Fund.

Council at its June meeting approved a bid on another property, the purchase is expected to be completed by the end of August 2017 so at this stage this has not been included in the Capital Plan.

A revised investment fund strategy was approved by Council in August 2017 which increased the potential prudential borrowing on this fund to £200m. This increase has not been reflected in this quarter one report.

- 4.45 CCTV System – Council at its July meeting reapproved the decision of Council in

February 2016 for prudential borrowing of £0.350m to upgrade the council's CCTV equipment.

- 4.46 Office Rationalisation Project - There is a proposal for essential investment in office accommodation to be paid for from a combination of earmarked funds and a short term use of a reserve to be repaid from future rent income/accommodation savings from the top two floors of Torhill House. The works are estimated to cost £700k with funds of £340k already identified specifically for this purpose. It is intended to use the CSR reserve to fund the balance of £360k, to be repaid to that reserve by 2020/21. TDA have estimated that the "gain" from both rent and council premises savings for each floor is £80k per annum so the repayment period should be short term provided the space is let.

The works are necessary in terms of the Council's ongoing repairs and maintenance liability and include electrical works, repairs to windows, replacement of faulty and broken air conditioning units. The remainder of the works to be done are updating the existing accommodation in Electric House including the creation of larger open plan offices on the ground and first two floors to meet operational needs, (including a reception and meeting space for Children's Services, which is a requirement of their Improvement Plan), and some general refurbishment in terms of decoration and carpets which have not been done for a long period. The betterment will enable agile working and a higher density of usage of desks enabling the space to be freed in Torhill House.

- 4.47 General Contingency - The Council has approved a capital contingency of £0.6 million. This contingency is still in place to provide for unforeseen emergencies or shortfall in projected income over the 4-year Plan period but represents only 0.4% of the total Capital Plan budget. Currently it is not anticipated that the contingency will be required in this financial year so the budget has been moved to next year.

- 4.48 Council 23 February 2017 - Capital Plan decision update:

The Capital Plan for 2017/18 was approved by Council in February 2017 with the following amendment:

that the Capital Plan Budget proposals for 2017/2018..... be recommended to Council for approval, subject to the following conditions and for presentation to Council at its meeting in July 2017, if not before:

(a) that the Elected Mayor and the Chief Executive be requested to review the projects listed below and make recommendations to Council on:

(i) Claylands Redevelopment

(ii) Edginswell Station

(iii) Princess Pier Structural Repair

With no further significant work (as determined by the Chief Executive) to be undertaken until the schemes have been re-presented to Council for detailed consideration and determination as appropriate;

(b) that the Elected Mayor and the Chief Executive review and make recommendations to Council on the specific proposals for expenditure on the capital budget for Integrated Transport;

(c) that, on the basis that the procurement process for replacement of a Torbay wide CCTV system has been paused pending the budget being approved, that the Elected Mayor and Chief Executive review and make recommendations to Council. With no further significant work (as determined by the Chief Executive) be undertaken, until the plan for capital expenditure on CCTV has been represented to Council for detailed consideration and determination;

(d) that the Elected Mayor and Chief Executive be requested to set out to Council how the capital budgets for: (i) affordable housing, (ii) empty homes schemes and (iii) private sector renewals will be used to meet the Council's Housing strategy.

An updated position statement is provided for information for each of the above schemes:

Scheme	Progress update
Claylands Redevelopment	Further report expected for Council in September 2017. Initial ground investigation works now progressing
Edginswell Station	Further report expected for Council in September
Princess Pier structural repair	Report in preparation for Council 13 September 17
CCTV upgrade equipment	Further report to Council 20 July 17
Integrated Transport proposals	Report for Council is being prepared including proposals and business cases.
Affordable Housing	Report to Council expected for Council in September 2017 outlining proposals to use available funds to meet Housing Strategy.

5 Receipts & Funding

5.1 The funding identified for the latest Capital Plan budget is shown in Annex 1. This is based on the latest prediction of capital resources available to fund the budgeted expenditure over the next 4 years. A summary of the funding of the Capital Plan is shown in the Table below:

	2017/18	2018/19	2019/20	2020/21	Totals @ Q1 17/18
	A	B	C	D	E
Funding	£m	£m	£m	£m	£m
Unsupported Borrowing	65	27	20	10	122
Grants	16	16	6	2	40
Contributions	1	0	0	0	1
Reserves	0	2	0	0	2
Revenue	1	0	0	0	1
Capital Receipts	1	1	1	0	3
Total	84	46	27	12	169

5.2 Grants

5.3 Capital Grants continue to be a major, but reducing, funding stream (over 45% in last 4 years) for the Council to progress its investment plans. An element of these

grants result from “bid” processes from other public sector bodies. The Council used £11 million of grants in 2016/17 and is currently estimating to use £16m of grants in 2017/18.

- 5.4 As reported in the last Capital Plan update (Outturn 2016/17) reported to Council in June 2017, the Council has been notified of the following capital grant allocations:

Department for Education –

Basic Need (2019/20)	£0.559m
Condition Funding (2017/18)	£0.417m
Special Provision Fund (2018/19-2020/21)	£0.500m

The 2017/18 Devolved Formula Capital grant allocation of £0.079m is ring fenced for schools and has been added to the Capital Plan.

The £0.417m 2016/17 Condition funding will need to be allocated by Council as this is an un-ringfenced grant.

The 2019/20 Basic Need also represents new funding resources and needs to be allocated to Childrens Services to support school expansion programmes.

A total £0.5 m grant, spread over 3 years 2018/19 to 2020/21, from the Special Provision Fund has been allocated to make capital investments in provision for pupils with special educational needs and disabilities. Whilst the grant is not ring fenced there are strict criteria and conditions over its use and it is recommended that the allocation is assigned to Childrens Services.

Department for Transport –

2017/18 Highways Maintenance Incentive Fund £0.109m (indicative amount), following an efficiency and performance self-assessment submission from the Council, needs to be formally allocated to Highways.

Department of Health –

2017/18 Disabled Facilities Grants allocation £1.631m, this is higher than last year’s allocation (£1.524m) and includes the value of Adult Social Care capital grant. The Council will need to determine how this funding is to be used, but are recommended to allocate £1.0m to DFGs with the remaining £0.631m to be held for allocation under the terms of the Better Care Fund.

5.5 Capital Receipts

- 5.6 The approved Plan relies upon the generation of a total of £0.7 million capital receipts from asset sales by the end of 2018/19 of which £0.4m has now been received by the end of June 2017, leaving a target of £0.3m to be achieved. Any use of capital receipts to fund transformation costs (see para 5.8 below) will increase the target. This target is expected to be achieved provided that -

- approved disposals currently “in the pipeline” are completed
- the Council continues with its disposal policy for surplus and underused

- assets and,
- no more new (or amended) schemes are brought forward that rely on the use of capital receipts for funding.

5.7 Assets proposed for disposal were last reported to Policy Development and Decision Group (Joint Operations Team) in February 2017.

5.8 Under recent Government legislation ('Flexible Use of Capital Receipts'), Councils are now able to use Capital Receipts generated in a year to support the revenue costs in that year of transformation-type projects which will result in ongoing savings to the authority. As approved in its 2017/18 revenue budget £0.3m would be used in 2017/18 in this way.

5.9 Obviously using capital receipts to fund such eligible revenue costs reduces the resources available to fund capital expenditure and will increase the capital receipt target needed to fund the existing Capital Plan.

5.10 Capital Contributions – S106 & Community Infrastructure Levy

5.9 The Council's Capital Strategy states that capital contributions are applied to support schemes already approved as part of Capital Plan and are not allocated to new schemes unless the agreement with the developer is specific to a particular scheme outside the Capital plan.

5.10 Only a very small amount of Section106 capital contributions have so far been received in 2017/18.

5.11 The Council's Community Infrastructure Levy (CIL) scheme came into effect from 1 June 2017. The main capital project identified for funding from CIL receipts is the South Devon Highway.

5.12 Borrowing and Prudential Indicators

5.13 During the first quarter of 2017/18 the Council has taken out borrowing of £15 m, primarily to fund investment property acquisitions. Subsequently the Council has borrowed a further £19m resulting as at 2nd August 2017 total debt of £187m.

5.14 Council in February 2017 approved an operational boundary of £191m being £171m for external borrowing and £20m for other liabilities. This is the limit beyond which external borrowing is not normally expected to exceed during the year but this is a working limit which can be varied depending on schemes and approvals. This limit has now been exceeded as a direct result of additional schemes approved by the Council since February including investment fund purchases.

5.15 It is recommended to Council that the 2017/18 operational borrowing boundary is increased to £310m, being £290m for external borrowing and £20m other liabilities, from £191m.

5.16 Council in February 2017 approved an authorised borrowing limit of £255m. This is the limit beyond which external borrowing is prohibited, this limit can only be revised by full Council.

- 5.17 The council's current borrowing position of £187m could increase based on approved capital schemes funded from borrowing. The council's capital plan as at quarter 1 identified a further borrowing requirement of £122m, of which £65m relates to 2017/18. Of this £70m, £39m has already been borrowed in 2017/18. If the balance of £26m is required then the Council's total borrowing at year end would be £213m which is within the authorised limit. However, any changes in the profile of existing schemes or any new approvals or purchase of any new investment property would increase the estimated borrowing level which could exceed the authorised limit.
- 5.18 A revised investment fund strategy was approved by Council in August 2017 which increased the potential prudential borrowing on this fund to £200m. This increase has not been reflected in this quarter one report but an allowance for some expenditure has been included in the recommendation for the increase the operational and authorised limits below.
- 5.18 2017/18 authorised limit is increased to £330m, being £310m for external borrowing and £20m other liabilities, from £255m.
- 5.19 Members need to be fully aware of the financial risks and ongoing revenue impact of significantly increased levels of borrowing. A balanced view needs to be taken between the increased ongoing revenue borrowing cost, the ongoing value of the underlying asset and the robustness of any income stream associated with that asset. The key criteria is not so much the level of quantum of debt but the ability of the council to afford the higher levels of interest and principal repayments. The Council borrows at fixed rates so the risk is with fluctuations in both revenue income streams and asset values. Therefore due diligence, diversification and robust business cases supported by external advice as required is vital.
- 5.20 The Council's mid year treasury management update report to Audit Committee and Council will contain more detail of the impact on the Council's treasury management function and prudential indicators from this increased level of borrowing on both 2017/18 and future years.

Appendices:

Appendix 1 - Capital Plan summary – Quarter One 2017/18

CAPITAL PLAN - QUARTER 1 2017/18 - EXPENDITURE

Appendix 1

								Revised 4-year Plan June 2017					
Cost Centre		Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2017/18 Qtr 1	Original 2017/18 (@ Q3 16/17)	2016/17 Adjs and Slippage b/f	2017/18 Q1 Adjustments	New Schemes 2017/18	Total 2017/18 Revised	2018/19	2019/20	2020/21	Total for Plan Period
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PB = Approved Prudential Borrowing schemes													
Protecting children and giving them the best start in life													
Brookfield House Site	YEC10	550	465	23		64			64				64
Capital Repairs & Maintenance 2014/15 (incl. Furzeham)	YEE39	902	668			159			159				159
Capital Repairs & Maintenance 2015/16	YEE40	256	21	1		51			51				51
Capital Repairs & Maintenance 2016/17	YEE41	448		162	150	136			286				286
Capital Repairs & Maintenance 2017/18	YEE42	418						418	418				418
Cockington Primary expansion	YEA24	3,142	3,074			1			1				1
Devolved Formula Capital	YEE10			58		144	79		223				223
Early Years - Ellacombe Academy Nursery	YEA41	721		4	471	186			657				657
Early Years - White Rock Primary Nursery	YEA40	313		1	63	230			293				293
Education Review Projects	YET01			28	200	8			208		559		767
Ellacombe Primary expansion	YEA27	552	469			6			6				6
New Paignton Primary school	YEA39	509	2			2		500	502				502
Paignton Academy Places - mobiles	YEB23	500	1			19			19				19
Secondary School places	YEB22	2,132	185	6	1,216	271	(800)		687	1,000			1,687
Special Provision Fund		500							0	166	167	167	500
Torbay School Relocation	YEC11	2,800	35	4	2,000	130	(1,000)	(500)	630	2,000			2,630
Whiterock Primary expansion	YEA28	3,930	3,574	31		43			43				43
Youth Modular Projects	YEF11	409	372			37			37				37
									0				0
		26,948	8,866	318	4,100	1,487	(1,721)	418	4,284	3,166	726	167	8,343
Working towards a more prosperous Torbay													
PB Claylands Redevelopment	YNA12	10,000	0	121	8,500	(22)	(8,000)		478	5,500	4,000		9,978
DfT Better Bus Areas	YJC02	462	263	2		87			87				87
DfT Local Sustainable Transport Fund (Ferry/Cycle)	YJC13	1,643	1,639			4			4				4
PB Edginswell Business Park	YNA14	6,620					(3,620)	6,620	3,000	3,620			6,620
PB Employment Space	YNA13	6,644	0	6,553	6,644	0	(1,000)		5,644	1,000			6,644
PB Investment Fund	YAB42/44	67,186	21,054	1,466	10,000	356	18,590	17,187	46,133	0	0		46,133
PB NGP - Torbay Innovation Centre Ph 3 (EPIC)	YNA05	7,740	696		6,505	19	(4,399)		2,125	4,862	677		7,664
Old Toll House, Torquay	YCE26	150	4	2	131	15			146				146
PB South Devon College - Loan	YNA16	4,000						4,000	4,000				4,000
PB South Devon Highway - Council contribution	YJC07	20,224	12,670	48	1,500	(139)			1,361	1,000	407		2,768
PB TEDC Capital Loans/Grant	YNA11 / 06	2,690	1,327		575	150			725				725
Transport - Edginswell Station	YJC15	4,520	511		2,300	1	(2,200)		101	2,600	1,300		4,001

CAPITAL PLAN - QUARTER 1 2017/18 - EXPENDITURE

Appendix 1

								Revised 4-year Plan June 2017					
	Cost Centre	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2017/18 Qtr 1	Original 2017/18 (@ Q3 16/17)	2016/17 Adjs and Slippage b/f	2017/18 Q1 Adjustments	New Schemes 2017/18	Total 2017/18 Revised	2018/19	2019/20	2020/21	Total for Plan Period
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PB = Approved Prudential Borrowing schemes													
	Transport Integrated Transport Schemes			35	1,063	121	446		1,630	1,063	1,063	1,063	4,819
	Transport Structural Maintenance			169	1,827	149	(303)		1,673	1,174	1,174	1,174	5,195
	Transport - Torquay Gateway Road Improvements	3,875	604	188	2,325	557	(2,800)		82	1,800	1,000		2,882
	Transport - Torquay Town Centre Access	625	208	36		327			327				327
	Transport - Tweenaway Junction	4,871	4,775	18		0			0				0
	Transport - Western Corridor	7,803	1,571	2,644	3,380	561	4		3,945				3,945
	Upton Place, Lymington Road (Student Accom - Town Hall Car Park)	14,200					(14,000)	14,200	200	10,000	4,000		14,200
		163,253	45,322	11,282	44,750	2,186	(17,282)	42,007	71,661	32,619	13,621	2,237	120,138
Ensuring Torbay remains an attractive and safe place to live and visit													
	Babbacombe Beach Road	70	0		70	0			70				70
	Beacon Quay Toilets refurbishment	117	0	39		11			11				11
	PB CCTV equipment	372	0		350	0		22	372				372
	Clennon Valley Sport Improvements	70		1		69			69				69
	Flood Defence schemes (with Env Agency)	686	625	16	55	1			56				56
	PB Freshwater Cliffs Stabilisation	375	0	0		16			16				16
	Haldon Pier - Structural repair Phase I&2	3,064	3,012	(3)		18			18				18
	Harbour Workboat	45	0	10		11			11				11
	Hollicombe Cliffs Rock Armour	1,544	0	188	614	241			855				855
	PB Paignton Harbour Lights Redevelopment	600	0					600	600				600
	PB Parkwood Loan re Torbay Leisure Centre	1,701	0					1,701	1,701				1,701
	Princess Pier - Structural repair (with Env Agency)	1,744	0		1,740	4	(1,200)		544	1,200			1,744
	Torbay Leisure Centre - structural repairs	545	535			3			3				3
	Torre Abbey Renovation - Phase 2	5,010	4,992	8		18			18				18
	Torre Valley North Enhancements	127	3	2		105			105				105
	Torquay Harbour -Town Dock Pontoons replacements	220			195	25			220				220
		16,290	9,167	261	3,024	522	(1,200)	2,323	4,669	1,200	0	0	5,869
Protecting and supporting vulnerable adults													
	Adult Social Care		0			0		631	631				631
	Affordable Housing	2,404			933	0	(933)		0	1,430	974		2,404
	PB Housing Rental Company - Loan								0	5,000	10,000	10,000	25,000
	Sanctuary HA - Hayes Road Pgn	500	250		250	0			250				250
	Disabled Facilities Grants			353		216	1,000		1,216				1,216

CAPITAL PLAN - QUARTER 1 2017/18 - EXPENDITURE

Appendix 1

								Revised 4-year Plan June 2017					
Cost Centre		Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2017/18 Qtr 1	Original 2017/18 (@ Q3 16/17)	2016/17 Adjs and Slippage b/f	2017/18 Q1 Adjustments	New Schemes 2017/18	Total 2017/18 Revised	2018/19	2019/20	2020/21	Total for Plan Period
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PB = Approved Prudential Borrowing schemes													
Empty Homes Scheme	YTB51	500	39		456	1	(457)		0	457			457
Private Sector Renewal	YTA01				113	0	(113)		0	113			113
		3,404	289	353	1,752	217	(503)	631	2,097	7,000	10,974	10,000	30,071
Corporate Support													
PB Corporate IT Developments	YAA12	1,000	0	81	250	249			499	250	250		999
PB Council Fleet Vehicles	YLA01	463	322		141	0			141				141
PB Essential Capital repair works	YBB03	2,625	0		1,625	0	(1,000)		625	1,000	1,000		2,625
Enhancement of Development sites	YAB32	278	75	6		182	21		203				203
Payroll Project	YAA11	370	346	3		22			22				22
General Capital Contingency	YBB01	631	0		631	0	(631)		0	631			631
		5,367	743	90	2,647	453	(1,610)	0	1,490	1,881	1,250	0	4,621
TOTALS			64,387	12,304	56,273	4,865	(22,316)	45,379	84,201	45,866	26,571	12,404	169,042
CAPITAL PLAN - QUARTER 1 2017/18 - FUNDING													
Unsupported Borrowing					29,507	676	(9,030)	44,208	65,361	26,791	19,618	10,000	121,770
Grants					22,674	3,343	(10,875)	1,049	16,191	16,200	5,940	2,404	40,735
Contributions					814	20	(203)		631	198	240		1,069
Reserves					1,773	180	(1,391)	122	684	1,428			2,112
Revenue					229	170			399	79	39		517
Capital Receipts					1,276	476	(817)		935	1,170	734		2,839
Total					56,273	4,865	(22,316)	45,379	84,201	45,866	26,571	12,404	169,042



Meeting: Overview and Scrutiny Board
Council

Date: 6 September 2017
13 September 2017

Wards Affected: All Wards

Report Title: Revenue Budget Monitoring 2017/18 – Quarter 1

Is the decision a key decision? No

When does the decision need to be implemented? n/a

Executive Lead Contact Details: Mayor Oliver, mayor@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, Head of Finance,
Martin.phillips@torbay.gov.uk, 01803 207285

1. Purpose and Introduction

- 1.1. This report provides a high level budget summary of the Council's revenue income and expenditure for the financial year 2017/18.
- 1.2. Actual income and expenditure is monitored by the finance team and budget holders throughout the year, results are extrapolated to provide a projected outturn position for each service. The projected outturn is compared to the revenue budget for each service and the variance from budget is reported to members quarterly in this Revenue Budget Monitoring report.
- 1.3. As at the end of quarter one 2017/18 the Council's revenue budget is predicting an overspend of £1.4m primarily as a result of expenditure pressures in children's social care. This level of overspend is a cause for concern and could impact on the 2018/19 budget. In the absence of any compensating savings in other services the Council will need to identify options to fund the overspend or this will be an unplanned pressure on the Council's reserves.

2. Recommendation (s) / Proposed Decision

- 2.1 That the Board considers the current position and make any comments and/or recommendations to the Council.

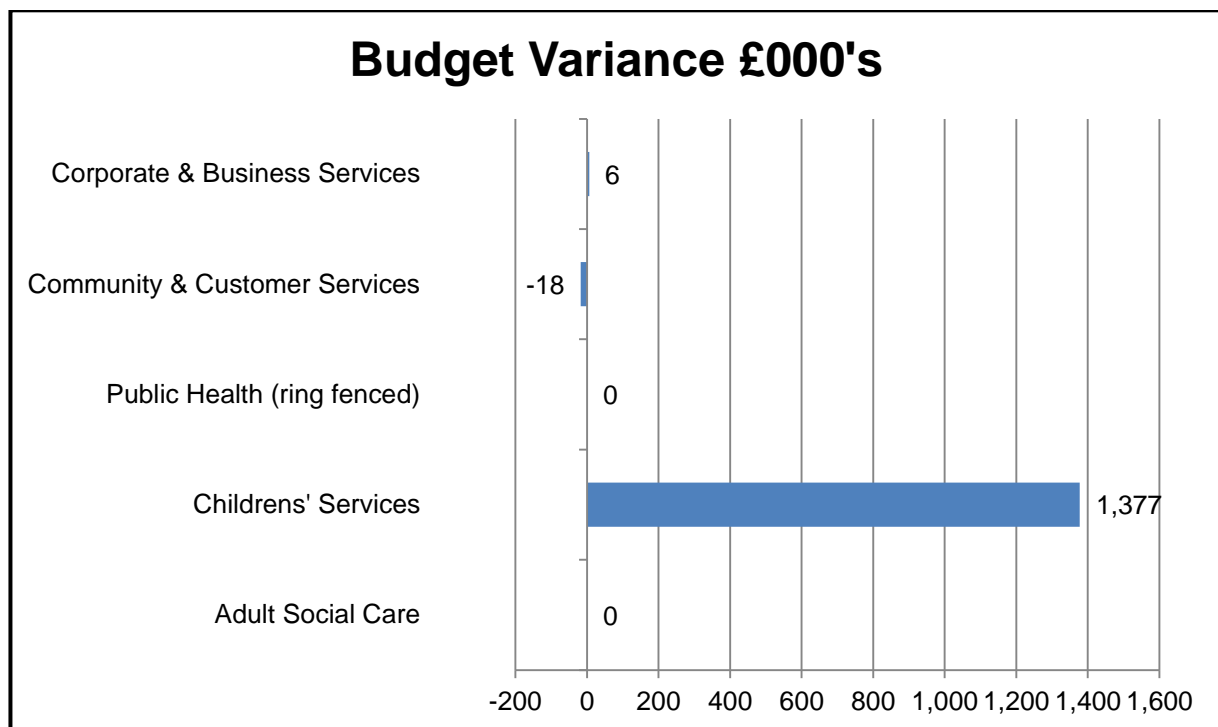
3. Reason for Recommendation/ Proposed Decision

- 3.1 Report for review and information.

4. Position

4.1 Summary Position

A bar chart summarizing the projected budget variance by service for 2017/18 is as follows:



Children's Services

- 4.2 As at Quarter 1 the Council's revenue budget is predicting an overspend of £1.4m, primarily as a result of issues in Children's Services.
- 4.3 The Children's Services Medium Term Financial Strategy (MTFS) focuses on bringing the two main areas of expenditure – placements and staffing, in line with comparators over time. A reduction has been delivered in the staffing budget and spend on placements is currently projected to be lower compared last year. The direction of travel on these two key areas of spend of travel for both is downwards but not yet as deeply and quickly as envisaged by MTFS, resulting in a projected overspend of £1.4m. The improvements in these two key areas has been offset, in part, by some education related pressures and an increase in the level of "activity" associated with looked after children which could lead to a higher level of cost. In particular there is a continued financial pressure arising from court directed parent and child placements. Additional senior management oversight of placement decisions and a request for transformation funding to accelerate permanence work has been submitted to address matters. In addition the recruitment strategy has been revised and there are nine full time appointments due to start in September.

Adults Services

- 4.4 The Council and the other two partners have agreed a revised risk share which caps council risk but CCG need to get approval from NHSE as their regulator. On the assumption that the formal agreement is completed then the budget variance for the Council's contribution will be nil for 2017/18.

- 4.5 For 2017/18, (2018/19 and 2019/20), the Council is to fund a (fixed) amount of £3.1m each year that is in addition to the previously agreed annual fixed amount contained in the previous RSA with no exposure to any further ICO budget variances. This fixed payment is to be funded from the allocation in the 2017/18 budget for the Council's exposure to its 9% risk share plus an allocation of £0.9m from the £3.8m Improved Better Care Fund (IBCF) allocation to the Council in 2017/18.
- 4.6 The IBCF is to be invested in line with national guidance. The remaining balance of the £3.8m of the IBCF in 2017/18 is to be allocated as £0.9m for care home fees, £1.0m for targeted investment in adult social care improvements and £1.0m held in reserve for the ICO to be invested in line with the guidance.
- 4.7 The Council's appeal on Care Home fees was heard in June 2017. The Council is waiting for the decision which will not be known until the autumn.

Investment Property

- 4.8 In July 2017 the Council purchased a further investment property, The Ferndown Centre, Ferndown, Dorset.
- 4.9 Relating to the investment in the Ferndown Centre, Council approved the following at Council on 31 March 2017 (exempt minutes).
- 4.10 That the Assistant Director Corporate and Business Services and Head of Finance be authorised, to approve the terms in which the net surpluses are utilised in order to ensure maximum benefit for the Council. That for 2017/18 financial year the surpluses be allocated to support spending pressures within social care and to support regeneration within Torbay.
- 4.11 Given the Council's financial position for 2017/18 the Assistant Director Corporate and Business Services and Head of Finance have determined that any surplus in the 2017/18 financial year, above the approved net budget for the investment properties, will be allocated to social care. The value of this sum is expected to be £58,000.
- 4.12 Since the end of the first quarter the Council has purchased another investment property, Gadeon House in Exeter. The estimated gain to the Council in the year is around £0.4m which will be used to offset the current overspend.
- 4.13 As the Council purchases these properties the relevant budgets in both treasury management and investment properties will be updated to reflect the current borrowing and net income position.

Borrowing – Revenue

- 4.14 During the first quarter of 2017/18 the Council borrowed £15m, primarily to fund investment property acquisitions. Subsequently the Council has borrowed a further £19m as at 2nd August 2017.
- 4.15 The interest cost and voluntary repayment of principal will increase revenue expenditure, which will be more than offset by increased rental income from the investment property.

4.16 Detailed Position

The budget position for each service is shown in the table below:

Service	2017/18 Budget			Forecast Full Year Variance £000's	Direction of Travel
	Expenditure £000s	Income £000's	Net £000's		
Adult Social Care	48,456	(7,365)	41,091	0	
Children's Services	77,720	(49,027)	28,693	1,377	R
Public Health	11,115	(1,479)	9,636	0	
Joint Commissioning	137,291	(57,871)	79,420	1,377	R
Community Services	30,668	(6,856)	23,812	25	R
Customer Services	73,719	(70,225)	3,494	(43)	G
AD Community & Customer Services	104,387	(77,081)	27,306	(18)	G
Commercial Services	6,293	(1,781)	4,512	0	
Finance	17,900	(17,825)	75	0	
Business Services	8,435	(13,012)	(4,577)	64	R
Regeneration & assets	6,518	(3,179)	3,339	(58)	G
AD Corporate & Business Services	39,146	(35,797)	3,349	6	R
Gross Revenue Budget	280,824	(170,749)	110,075	1,365	R
Sources of Funding	-	(110,075)	(110,075)	0	
Net Revenue Budget	280,824	(280,824)	0	1,365	R

A narrative of the position in each service area is as follows:

Service	Variance to Budget £m	Main Variances in 2017/18
Adult Social Care	0	As paragraph 4.4 above.
Children's Services	1.4	As paragraph 4.3 above
Public Health	0	Ring fenced budget
Community and Customer Services	0	Community Services: Projected overspends on events, sports leases and Torre Abbey offset by assumed savings from the new contract with Parkwood Leisure for Torbay Leisure Centre and the Velopark.
Corporate and Business Services	0	Projected overspend on Spatial Planning, offset by additional confirmed investment properties to date. The quarter two monitoring report will include any impact from the summer period on seasonal income such as car parking.
Sources of Funding	0	
Total	1.4	Projected overspend

4.17 2017/18 Savings

4.18 The 2017/18 budget relies on the achievement of approved budget reductions. The Council's Senior Leadership Team has been monitoring the achievement of these savings as part of the current year budget monitoring.

4.19 Risks & Sensitivity

4.20 The predictions for the full year outturn in this report are based on three months of financial information and will be subject to changes in both assumptions and demand.

4.21 Historically the Council's overall position improves in the last quarter of the year as actual expenditure and income for the year is finalised and impact of some future year savings are realised in year.

4.22 There are a number of financial risks facing the Council. Key risks are shown below:

Risk	Impact	Mitigation
Achievement of approved savings for 2017/18	High	17/18 Budget monitoring and "saving tracker" monitored by senior staff.
Potential impact and costs of judicial review for care home fees	High	Balance of CSR reserve and 2017/18 social care contingency to fund if required.
Risk that current ASC/ICO proposals are not formally agreed.	Low	The 3 bodies of CCG ICO and Council have agreed revised risk share which caps council risk but CCG need be get approval from NHSE as their regulator.
Achievement of Childrens' Services cost reduction plan	High	Regular monitoring of performance and recovery plan.
Identification, and achievement, of £17.4m of savings for 2018/19 to 2020/21 per Medium Term Resource Plan April 2017	High	Transformation Team set up to coordinate the implementation of potential transformation savings. Mayors 2018/19 budget proposals due to be released in October 2017
Additional demand for services particularly in childrens' social care	High	17/18 Budget monitoring, use of service performance data and recovery plan.

4.23 2018/19 Budget Process

4.24 The Mayor is expecting to present his budget proposals for 2018/19 in October 2017 for consultation. The 2018/19 budget will be presented to Council for approval in February 2018.

4.25 The Council's Medium Term Resource Plan is available on the Council's website:

<http://www.torbay.gov.uk/media/7320/mtrp15.pdf>

4.26 Balance Sheet issues

4.27 During the first quarter of 2017/18 the Council has taken out borrowing of £15m, primarily to fund investment property acquisitions. Subsequently the Council has borrowed a further £19m resulting in, as at 2nd August 2017, total external borrowing of £187m.

4.28 Council in February 2017 approved an operational boundary of £191m being £171m for external borrowing and £20m for other liabilities. This is the limit beyond which external borrowing is not normally expected to exceed during the year but this is a working limit which can be varied depending on schemes and approvals. This limit has now been exceeded as a direct result of additional capital schemes approved by the Council since February including investment fund purchases.

4.29 In the 'Capital Plan Update – 2017/18 Quarter 1' report Officers are recommending that changes to the operational borrowing boundary and authorised borrowing limit are increased as follows:-

- 2017/18 operational borrowing boundary increased to £310m, being £290m for external borrowing and £20m other liabilities, from £191m.
- 2017/18 authorised limit is increased to £330m, being £310m for external borrowing and £20m other liabilities, from £255m.

4.30 The Council has interests in a number of companies. The financial performance for 2016/17 of these companies is included in the Council's statement of accounts (link below).

<http://www.torbay.gov.uk/council/finance/statement-of-accounts/>

4.31 The total value of debtor write offs in the first quarter of 2017/18 was:

Service	Number of records written off	Value of write offs £000's	Number over £5,000
Council Tax	951	103	0
NNDR	25	100	4
Housing Benefit	253	64	0

4.32 Any write offs in the quarter over £5,000 are reported to Members in exempt Appendix One.



Meeting: Council

Date: 13 September 2017

Wards Affected: All

Report Title: Local Government Association Corporate Peer Challenge of Torbay Council - Action Plan

Is the decision a key decision? No

When does the decision need to be implemented? When made

Executive Lead Contact Details: Elected Mayor, Gordon Oliver, Executive Lead for Finance, Regeneration and Governance, 01803 207001, mayor@torbay.gov.uk

Supporting Officer Contact Details: Anne-Marie Bond, Assistant Director of Corporate and Business Services, 01803 207160 and anne-marie.bond@torbay.gov.uk

1. Proposal and Introduction

1. On 3 February 2016 Council approved an action plan ('Local Government Association Corporate Peer Challenge Feedback action plan') to monitor the opportunities and improvements identified by the Local Government Association as part of their Peer Challenge
2. Subsequently the LGA Corporate Peer team undertook a follow up visit to Torbay on 27 September 2016 and a review of the Council's finances on 9 and 10 November 2016. CIPFA also undertook a financial resilience review in November 2016. Actions from these reviews were incorporated into the previously agreed action plan.
- 1.2 This report provides an update on the action plan and identifies that all of the actions are now complete, or are being monitored elsewhere, such that it is no longer necessary to separately monitor this action plan.

2. Reason for Proposal

- 2.1 To recommend that the LGA action plan is now signed off as complete.

3. Recommendation(s) / Proposed Decision

- 3.1 That the Local Government Association Corporate Peer Challenge Feedback action plan (as set out at Appendix 2) be signed off as complete.

Appendices

Appendix 1: Local Government Association Corporate Peer Challenge Feedback action plan

Background Documents

Report to Council – Local Government Association Corporate Peer Challenge follow up visit and finance review, plus CIPFA financial resilience review - dated 2 February 2017

Report to Council – Local Government Association (LGA) Corporate peer Challenge Action Plan – dated 7 April 2016

Report to Council – Local Government Association (LGA) Corporate Peer Challenge of Torbay Council and resulting outline action plan – dated 3 February 2016



LGA Corporate Peer Challenge – December 2015/Follow Up Visit – September 2016
LGA Finance Review – November 2016
CIPFA Financial Resilience Review – November 2016

REVISED AND PRIORITISED STRATEGIC ACTION PLAN

1. Review of Financial Resilience for Sustainable Council

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
----------	-----------	--------------	--

ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW

2. Transformation

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
----------	-----------	--------------	--

ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW

3. Vision and narrative for Torbay with key stakeholders

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			

4. Increased Leadership and Capacity for Members and Officers

Actions:	Timeframe	Lead Officer	Progress update to Council September 2017
4.1 Review of Council's senior management structure by Head of Paid Service, including increased capacity of commercially based financial expertise to deliver transformation plans	Spring/Summer 2017	Steve Parrock	In progress. Proposals to be presented to Employment Committee on the 12 September 2017
4.2 Member Development Programme to be reviewed with the following to be delivered as priorities: <ul style="list-style-type: none"> • Address the Council's leadership challenges through a revised Member and Officer Development Programme, to include all members and SLT. • Refreshed induction programme for Executive Leads and Senior Politicians. • Developing Members awareness of need to make commercial 	Spring/Summer 2017	Anne-Marie Bond supported by June Gurry	In progress. Midterm programme being finalised for all Members and the Executive, to be agreed at next Mayor and Group Leaders meeting.

decisions/decision making to generate income for the Council.			
---	--	--	--

OPERATIONAL ACTION PLAN FOR OFFICERS

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
Medium Term Resource Plan			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			
Income Generation			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			
Other areas of potential savings to explore			
ALL ACTIONS NOW COMPLETED OR BEING MONITORED ELSEWHERE – PLEASE SEE COMPLETED SECTION BELOW			

LGA Corporate Peer Challenge

Completed Actions

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C1.1 Receive external financial review.	Complete	Martin Phillips/Steve Parrock	LGA financial review completed – resulting actions incorporated above CIPFA Financial Resilience review completed – resulting actions incorporated
C1.2 Maintain balance of £2m within Comprehensive Spending Review reserve	Complete	Martin Phillips	Recommended reserve levels contained within Review of Reserves Report
C1.3 Prepare summary of proposed savings for 2017/18 budget as an appendix to Fit for the Future documentation	Complete	Anne-Marie Bond	Completed – updated version published 14 November 2016

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C1.4 Establish a Children's Services Placements and Commissioning Team as a key element within improved Permanence Planning approach in order to deliver better outcomes for children, alongside challenge and support to providers on costs and quality, liaising with sub regional partners as necessary.	Complete	Andy Dempsey and Lin Ferguson	A Children's Services' Placements and Commissioning Team was put in place in December 2016. Over time it will take responsibility for all aspects of placement activity as part of our improved approach towards permanence planning that delivers better outcomes for children looked after and provides value for money.

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
<p>C1.5 Establish governance arrangements for Investment Fund including:</p> <ul style="list-style-type: none"> • Appoint external expert to critique investments proposals (to provide balance to TDA recommendations); • Definite legal advice for safe execution; and • Appointment of Investment Committee 	Complete	Anne-Marie Bond and Martin Phillips	<p>Investment Committee in place.</p> <p>Panel of External advisors appointed to provide advice on investment proposals.</p> <p>Legal advice obtained in respect of Investment Fund strategy.</p>
C1.6 Christmas leave and leave purchase arrangements to identify savings	Complete	Anne-Marie Bond	Completed as part of the review of Terms and Conditions.
C1.7 Review Council Tax Support Scheme	Complete	Bob Clark	Revised scheme approved by Full Council in December 2016.
<p>C1.8 Prepare Children's Services Medium Term Financial Strategy that aligns with the Ofsted Improvement Plan, operational delivery plans and can be linked to corporate financial plans in a transparent way. To be presented to Council meeting for approval</p> <p>(Transformation Project)</p>	Complete	Andy Dempsey and Martin Phillips	A Medium Term Financial Strategy (2017-21) has been developed for Children's Services and approved by Full Council.

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
<p>C1.9 Maximise income from Council services and asset portfolio (to achieve commercial market rates where appropriate) and/or ensure achieving value for money (using benchmark diagnostics), with a particular focus on:</p> <ul style="list-style-type: none"> • Children's • Public Health • Waste management • Planning • Parking (potential 20% increase) • Council Tax Collection costs • Collection rate low income • Concessionary fares • Rental Income 	Ongoing	Caroline Taylor	<p>Ongoing - each separate project will be progressed through the Transformation Programme.</p> <p>CLOSE ACTION AS BEING MONITORED ELSEWHERE</p>
<p>C1.10 Prepare framework for Investment Fund decisions to ensure Fund exploits all benefits, including reflecting on balance between debt and income; and different categories e.g. investment for return and investment for regeneration</p>	Complete	Anne-Marie Bond and Martin Phillips	<p>Investment Committee appointed and Investment Strategy approved by Council.</p> <p>Investment Strategy reviewed and updated.</p>
<p>C1.11 Agree performance monitoring mechanism for Children's Medium Term Financial Strategy</p>	Complete	Steve Parrock, Andy Dempsey and Martin Phillips	<p>The MTFs will be subject to regular monitoring by Children's Services and Corporate Senior Leadership Team as part of the Council's ongoing financial monitoring arrangements. A Members' Monitoring Group, with across party representation, has</p>

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
			been established as part of the overview and scrutiny arrangements for Children's Services including monitoring MTFS.
C1.12 Review and undertake options appraisal of risk share agreement with ICO with a view to capping existing and potential future financial exposure	Complete	Steve Parrock and Caroline Taylor	Revised capped risk share agreement approved.
C1.13 Establish effective financial and performance monitoring with ICO	Complete	Steve Parrock, Caroline Taylor and Martin Phillips	Review of existing arrangements being undertaken as part of ASA. Members monitoring group in place and TOR as agreed at council set out. Revised capped risk share agreement approved.
C1.14 (i) Review extent to which Public Health ring fenced grant is further used to support wider public health determinants (ii) Determine strategic approach to integrating Public Health within the Council or the ICO in relation to commissioning	Ongoing	Steve Parrock and Caroline Dimond	Being addressed via SLT and Transformation Programme. CLOSE ACTION AS BEING MONITORED ELSEWHERE

1. Review of Financial Resilience for Sustainable Council

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C1.15 Review existing and future contract arrangements of Tor2 to ensure the Council is a true partner and has key financial information on an open book basis including split options of the contract	Ongoing	Kevin Mowat/Fran Hughes	Work underway, overseen by Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C1.16 Obtain specialist advice and revise Treasury Management Strategy to ensure maximizing current market conditions and internal funds/borrowing	Complete	Martin Phillips/ Pete Truman	Specialist advice received and fed into strategy.
C1.17 Review current risk management and implement any changes	Complete	Caroline Taylor	Review undertaken as to approach to assessing risks and benefits of transformation projects with revised governance arrangements.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.1 Establish multi-disciplinary project team (encompassing homelessness, planning, finance and legal) to determine need for Housing Company	Complete	Caroline Taylor	Establishment of a Housing Rental Company approved at July Council meeting.
C2.2 Prioritise Transformation Plans with focus on benefits realisation including: <ul style="list-style-type: none"> • providing a clearer link between transformation and departmental savings, with details of savings agreed or proposed; and • maintaining a list of projects not agreed/ideas emerging 	Complete	Caroline Taylor supported by Lisa Chittenden	Transformation Projects prioritised and governance arrangements approved by Transformation Board.
C2.3 Identify appropriate processes to ensure robust due diligence is applied to all transformation projects	Complete	Caroline Taylor supported by Lisa Chittenden	Current processes and governance arrangements in place ensuring appropriate levels of management oversight are in place.
C2.4 Prepare quality execution plans to meet budget gap to ensure delivery of transformation projects, including resourcing and specialist support for key saving areas	Complete	Caroline Taylor supported by Lisa Chittenden	Current processes and governance arrangements in place ensuring appropriate levels of management oversight are in place.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.5 Identify additional transformation projects/cessation of services so as to ensure budgets remain robust if some projects are ultimately not delivered/slip in terms of delivery	Ongoing	Caroline Taylor supported by Lisa Chittenden	Ongoing – this will be an ongoing piece of work for the Transformation Team, Programme Delivery Boards and the Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C2.6 Transformation Programme to have overall stated vision for change e.g. transforming the way the Council overall operated or is structured and this is communicated	Complete	Caroline Taylor, supported by Lisa Chittenden	Complete – Transformation Vision agreed at February Transformation Board.
C2.7 Review governance arrangements of Transformation Board to ensure appropriate levels of management oversight, including establishment of project delivery boards for key board themes with appropriate project management and finance support	Complete	Caroline Taylor supported by Lisa Chittenden	See 2.2 & 2.3 above
C2.8 Consider proactive approach to driving town center regeneration including direct investment, compulsory purchase and appropriation	Complete	Kevin Mowat	Complete - Training undertaken in April 2017.

2. Transformation

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C2.9 Develop council-wide digital strategy	Ongoing	Bob Clark/Fran Hughes	Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE
C2.10 Identify best practice and seek specialist advice on establishment of Housing Company and establish if Torbay has a significant gap in the market to build and buy enough houses for rental	Complete	Caroline Taylor	Establishment of a Housing Rental Company approved at July Council meeting.
C2.11 Sports activity subsidies – undertake review to identify options for moving to nil subsidies	Ongoing	Fran Hughes/Kevin Mowat	Initial assessment of income foregone on Council land is now complete. Work is ongoing with leases on sports pitches. Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE

3. Vision and narrative for Torbay with key stakeholders

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C3.1 Facilitate effective Partnership Forum	Complete	Anne-Marie Bond supported by June Gurry	Torbay Together is now established – the partnership is now focusing on delivery.
C3.2 Formulate narrative and place brand for long term aspirations for Torbay with key partners	Complete	Anne-Marie Bond and June Gurry	Place Narrative approved by Council and partners. Work with partners to deliver against this is on-going.
C3.3 Finalise governance arrangements for Strategic Partnership	Complete	Anne-Marie Bond and June Gurry	Governance arrangements finalised at meeting held on 13 July 2017.
C3.4 Communicate and embed place narrative through partners and the community via communication strategy	Complete	Anne-Marie Bond and June Gurry	Communication strategy in place (April 2017), following finalisation of place narrative. Work now in place for Partnership to deliver.

4. Increased Leadership and Capacity for Members and Officers

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C4.1 Senior Leadership Team Development Programme prepared	Complete	Steve Parrock	Senior Leadership Team Development Programme agreed on 13 September 2016 and being delivered throughout 2017.

5. Speedier Decision-making and Prioritisation Process

Completed Actions:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
C5.1 Produce streamlined and speedier decision-making process to include method of prioritisation to ensure delivery of key issues at pace	Complete	June Gurry	New approach approved by SLT. Revised processes and guidance prepared and roll out complete.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017	
Medium Term Resource Plan				
O1	Budget Report – expand tables/add narrative to explain changes to increase overall understanding	Complete	Martin Philips/Kate Spencer	Mayor’s budget proposals document published - complete
O2	Consider different ways of presenting information after reviewing examples of alternative budget reports provided by CIPFA	Complete	Martin Philips/Kate Spencer	Mayor’s budget proposals document published - complete
O3	Include New Homes Bonus grant in funding not service	Complete	Martin Philips	Complete
O4	Prepare protocol for sign off of figures by Head of Finance on transformation	Complete	Caroline Taylor and Lisa Chittenden	Regular meetings with Transformation Programme Manager, Transformation Finance Lead and Head of Finance underway. Sign off of figures to be approved at Transformation Board.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
O5 Capital reporting needs closer link to revenue. Lack of detail of which capital schemes are financed through grants, which ones are self-financing and those that require revenue contributions	Complete	Martin Philips	Agreed that SLT will act as Project Board for all Capital Projects going forward.
Income Generation			
O6 Separate out income for premises in exchange for services provided – income coming in to the Council on a commercial basis and choices over the level of costs of services provided made	Ongoing	Fran Hughes and Kevin Mowat	Initial assessment of income foregone on Council land is now complete. Work is ongoing with leases on sports pitches overseen by Transformation Board. CLOSE ACTION AS BEING MONITORED ELSEWHERE
Other areas of potential savings to explore			
O7 Complete implementation of Financial Services restructure	Complete	Martin Phillips	Completed
O8 Payments by direct debit needs to be driven, saving costs and improving	Ongoing	Bob Clark	Now overseen as a transformation project.

OPERATIONAL ACTION PLAN FOR OFFICERS

Completed actions / actions being monitored elsewhere:

Action:	Timeframe	Lead Officer	Progress update to Council September 2017
collection rates			CLOSE ACTION AS BEING MONITORED ELSEWHERE
O9 Undertake review of council tax processes to ensure efficiencies and value for money	Ongoing	Bob Clark	Now overseen as a transformation project. CLOSE ACTION AS BEING MONITORED ELSEWHERE
New Staff Holding Company			
O10 Seek specific advice of the Scheme Actuary for the LGPS before embarking on potential new company models	Ongoing	Anne-Marie Bond	Actuary instructed – initial advice received, which requires further exploration. CLOSE ACTION AS BEING MONITORED ELSEWHERE

**Standing Order D11 (in relation to Overview and Scrutiny) – Call-in and Urgency
Council Meeting, 13 September 2017**

In accordance with Standing Order D11, the call-in procedure does not apply where the executive decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would prejudice the Council's or the public's interests.

Before deciding whether a decision is urgent the decision making person or body must consult the Overview and Scrutiny Co-ordinator, or in his absence either:

- (a) (if the decision is a Key Decision and Standing Order E14 (General Exception) applies) each member of the Overview and Scrutiny Board shall be consulted; or
- (b) (in all other cases) the Chairman of the Council, or (if there is no Chairman/woman of the Council appointed) the Vice-Chairman/woman of the Council, shall be consulted.

Decisions taken as a matter of urgency shall be reported to the next available meeting of the Council, together with the reasons for urgency and a summary of the consultation undertaken.

The table below sets out this information:

Matter for decision	Decision-taker	Reasons for urgency	Consultation
<p>Income Management and Payments System Contract Renewal</p>	<p>The Mayor</p>	<p>The Mayor is due to make a decision to renew the contract for the Council's corporate income management and payments system (ICON) which is provided by Civica. This also includes an ICON eStore module to enable full online customer portal functionality and include the new General Data Protection Regulation module.</p> <p>Torbay Council currently uses the Civica ICON hosted service to receive payment for services across all business units. It currently receives approximately 120,000 credit and debit card transactions per year, with a value of approximately £15.25 million.</p> <p>As well as delivering an income management function it provides multiple e-payment channels including:</p> <ul style="list-style-type: none"> • Internet • Intranet • Chip & PIN • Automated Telephone Payments <p>ICON is also the central hub for distributing daily transaction data to other financial systems and accumulating balance information, with 22 separate data transfer jobs currently scheduled throughout the day and overnight every weekday.</p> <p>The current contract needs to be renewed for a further three years</p> <p>Any delay likely to be caused by the call-in process would prejudice the Council's interests.</p>	<p>The Overview and Scrutiny Co-ordinator was consulted on 4 September 2017.</p>