TORBAY COUNCIL

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Date:	Friday, 20 November 2026	Torquay
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Dear Member

CABINET - TUESDAY, 24 NOVEMBER 2026

I am now able to enclose, for consideration at the Tuesday, 24 November 2026 meeting of the Cabinet, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
10.	**Regeneration Programme Funding**	(Pages 3 - 44)

Yours sincerely

Lisa Antrobus
Clerk

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TORBAY COUNCIL

Torbay Technology Park (Westfield) (Shell & Core Delivery)

Full Business Case



Version Control and Approvals:

Version 1.0	Name	Date
Prepared by:	Marc Jones	
Reviewed by:		
Operational Review Board:		
Finance sign-off:		
Procurement sign-off:		
Approved by Capital Growth Board		

Table of Contents

1 Introduction 3

2 Strategic Case 6

3 Economic Case 14

4 Financial Case 17

5 Commercial Case 22

6 Management Case 26

Appendix A. Risk Register 35

Appendix B. Equality Impact Assessment 37

Appendix C – Economic Appraisal 39

1 Introduction

1.1 Purpose of this report

This report represents the Full Business case (FBC1) for the Torbay Technology Park (Westfield) project and seeks the following approvals subject to Council approval of the LRF funding paper and subsequent Cabinet approval:

- To enter into a contract with Nevada Construction Limited to deliver the Shell & Core refurbishment of Unit D, Westfield Business Park.
- Approve an in-phase budget of £5.3m to progress with tenant negotiations and requirement specific design which will form a final FBC2 for a full scheme delivery.
- Approval to award a Letter of Intent for works whilst governance activities and further approvals are sought.

1.2 Changes since OBC

- Progression of contractor appointment through the Southern Construction Framework and completion of PCSA activities.
- Development of a phased delivery strategy separating Shell & Core works from future tenant-specific Base Build works
- Ongoing negotiations with prospective tenants, including Oriole
- Further understanding of fire strategy requirements and statutory compliance works
- Greater clarity regarding electrical infrastructure requirements and potential power upgrades
- Reduced confidence in delivering a speculative landlord fit-out due to varying occupier requirements
- Proposal to defer tenant-specific accommodation requirements to a future FBC2 once tenant requirements and commercial commitments are secured

1.3 Project Summary

Executive Summary	
Project Name	Torbay Technology Park (Westfield)
Torbay Council Directorate	Pride in Place
Torbay Council Service	Economic Development
Project Manager	Marc Jones

Location of project	Westfield Business Park, Long Road, Paignton, TQ47AU			
Delivery timeframe	Start Date:	07/08/2024	End Date:	07/05/2026 (not including National Grid upgrade)

Summary of the need for the project

Torbay continues to experience a shortage of specialist grow-on accommodation for electronics, photonics and advanced manufacturing businesses. Refurbishment of Unit D will provide high-quality employment space capable of supporting business expansion, inward investment and job creation.
This business case pertains to the Sell and Core works for the scheme which will deliver a minimum lettable standard and is considered to be non-abortive whilst the end user is secured and their requirements are captured, designed and costed. A next stage FBC for the full scheme delivery once this exercise is completed and we have surety on income levels to support the cost to deliver the tenant requirements.

Detail of project scope

FBC1 will deliver:

- Building fabric repairs and refurbishment
- Structural and compliance works
- Fire safety improvements
- Mechanical and electrical infrastructure upgrades
- Roof-mounted photovoltaic installation
- Central core and welfare accommodation
- Landlord infrastructure necessary to support future occupation

Tenant-specific fit-out works, specialist laboratory areas, clean rooms, enhanced power requirements and occupier-specific layouts are excluded from this phase and will be considered under FBC2

Project objectives

The project objectives are:

- Enable electronics and photonics businesses to continue to grow and remain in Torbay
- Deliver approximately 18,000 sq ft of specialist grow-on accommodation
- Strengthen the local technology cluster through proximity and collaboration
- Support the transition from R&D to manufacturing and production
- Create additional higher-paid, higher-skilled employment (circa 40 jobs)
- Enhance Torbay's reputation as a competitive location for high-value technology businesses
- Enhance Torbay Councils reputation to deliver funding and accommodation to support this growing sector

Financial summary

Current Approved budget:	£3,34m	Next Phase Budget requested (For Delivery)	£5.3m

Spend to Date:	£2.324m	Full project anticipated budget	£7.55m
The project is funded via a provisional allocation of circa £3.895m of LRF funding alongside circa £1.405m of supported borrowing identified for the shell and core delivery. The final funding requirements will be established at FBC2.			

Key risks to delivery			
Risk description	**Initial risk score**	**Mitigation**	**Residual risk score**
Delay in progressing the Shell & Core works pending continued tenant engagement and development of occupier requirements may impact the overall project programme and delay building availability	12	The project has been divided into two approval stages. FBC1 seeks approval for Shell & Core works that can proceed independently of tenant-specific requirements, allowing contractor mobilisation and construction activities to commence whilst tenant requirements continue to be refined. Tenant-specific works will be developed separately through FBC2 to minimise programme delay whilst maintaining flexibility	4
Future tenant-specific Base Build requirements may necessitate changes to elements of the completed Shell & Core works, resulting in abortive works, additional cost and programme impacts	16	The Shell & Core scope has been developed to provide a flexible and occupier-neutral building platform. Tenant-specific requirements will, where possible, be deferred to a future FBC2 and only progressed once requirements are sufficiently defined and supported by contractual commitment. Ongoing tenant engagement will continue throughout the Shell & Core phase to identify potential interfaces and minimise the risk of abortive works	9
Future occupier power demands may exceed the existing electrical capacity available to the building, resulting in additional infrastructure upgrades, cost and programme impacts	12	Continue engagement with National Grid, M&E consultants and prospective occupiers to refine power requirements. Maintain budget allowances for network reinforcement works and potential future substation requirements where necessary. Agree and place orders as early as possible	9

Table 1 – Project Summary

2 Strategic Case

2.1 The case for change

2.1.1 Corporate and Community Plan alignment

Outcomes (corporate spending objectives)	How the project supports the outcome
Community and People	
▪ Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced	▪ Supporting and delivering high skilled jobs improves the economic profile of the local area and helps to reduce the gap in affluency.
Pride in Place	
▪ Younger, skilled people are attracted and retained to live and/or work in Torbay	▪ Electronics and photonics is a rapidly growing sector within the UK. By providing grow on space to enhance the local offer and creating more jobs within that industry linked with training opportunities offered by South Devon College, younger, more skilled people would be attracted to live/and work in Torbay.
▪ Increased resident satisfaction with the local area	▪ Improved high skilled job opportunities with subsequent higher rates of pay to the average would improve resident satisfaction.
Economic Growth	
▪ Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages ▪ Vacancy rates falling year on year with business reporting they can find talent	▪ In recent years South Devon College has developed a series of new electronics and photonics courses from level 3 to level 6. These were co-designed with local businesses including those in EPIC. This project indirectly supports a continuation of this as well as development of those skills via employment or placements.
▪ Improved productivity in Torbay which closes the gap compared to the national data ▪ Better balance of full-time to part-time opportunities	▪ Expected to create circa 40 FTE high skilled jobs

Outcomes (corporate spending objectives)	How the project supports the outcome
▪ The number of businesses and jobs in Torbay increases ▪ Targeted approach to inward investment which attracts new high-tech companies	▪ Ensures companies within EPIC has space to grow which retains high value companies within the bay and allows small businesses to fill the void in EPIC which will further grow the sector.

Table 2 – Corporate & Community Plan Alignment

2.1.2 Other relevant strategies

The project remains closely aligned with local and national economic development priorities, including:

- Torbay's Economic Growth Strategy 2022-2030 - particularly the objective of supporting the growth of Torbay's electronics and photonics sector.
- Torbay Local Plan - which identifies the need for modern employment accommodation and supports business growth and economic regeneration.
- Levelling Up Strategy - through investment in high-value employment space, innovation, research and advanced manufacturing.

2.1.3 Existing arrangements

Since approval of the OBC, discussions have progressed with prospective occupiers including Bay Photonics, Prior Scientific, Oriole and Superb Media. These discussions have confirmed continued demand for specialist accommodation although detailed tenant requirements remain subject to further agreement and commercial negotiations. The requirement for grow-on space therefore remains valid and urgent. There is currently one frontrunner who has indicated that they are happy with the HoTs and would look to take occupation of the whole building. This tenant has plans for significant growth and has the most potential for job creation. Furthermore, a single tenant minimises the Councils ongoing operating management costs associated with a multi let building.

2.1.4 Current and future business needs

Business Need	Rationale / Justification
Provide immediate grow-on space for technology businesses	EPIC is operating at full occupancy, restricting the expansion of existing businesses and preventing new companies from locating within the centre.

Retain high-growth businesses within Torbay	Companies including Bay Photonics, Oriole Networks and Superb Media have significant forecast growth and may relocate expansion activities elsewhere in the UK if suitable accommodation is not available locally.
Support transition from R&D to manufacturing	Many EPIC-based businesses are moving from research and development into commercial manufacturing and production, creating demand for larger and more specialist accommodation.
Strengthen Torbay's electronics and photonics cluster	EPIC is recognised as the focal point of Torbay's photonics and microelectronics sector. Additional space will help maintain and expand this established innovation cluster.
Capture growth in nationally important sectors	The UK photonics industry is valued at £13.5 billion, with photonics and microelectronics sectors forecast to grow by more than 20%, presenting significant opportunities for local economic growth.
Create high-value jobs and increase productivity	The project supports Torbay Council's ambition to grow higher-skilled, better-paid employment, helping improve wages, productivity and economic performance across the area.
Support inward investment and business growth	Modern laboratory, manufacturing and office accommodation will improve Torbay's attractiveness to investors and expanding technology businesses.
Align employment space with local skills provision	South Devon College's expanding electronics, photonics and semiconductor training programmes are developing a skilled workforce that requires local employment opportunities to maximise economic benefit.

2.2 Theory of change

2.2.1 Deliverables

The full project will deliver the following scope of works:

Delivery of 4 separate, lettable units of workspace accommodation culminating in the delivery of approximately 18,000 sq ft of new grow on space for EPIC clients or high skilled technology-based companies:

Shell & Core works

- Construction and adaptation works to create four self-contained commercial units
- Shell and core refurbishment of the existing building structure
- Upgraded mechanical and electrical infrastructure, including landlord services and utility provisions
- Replacement and enhancement of key building plant and equipment, including the passenger lift and associated services.
- Fire safety improvements, including structural fire protection, compartmentation works and associated compliance upgrades.
- Provision of core welfare facilities, including toilets, kitchenettes and support accommodation.
- Delivery of shared circulation and communal areas to support flexible occupation.
- Roofing improvements and provision for renewable energy infrastructure, including photovoltaic panels (subject to design and approvals).
- External works, including access improvements, cycle storage, and associated site infrastructure

It should be noted that the scope is limited to the delivery of shell and core works and associated landlord infrastructure. Tenant base build and fit-out works, including floor finishes, ceilings, tenant M&E systems and specialist tenant requirements, are excluded from this phase of the project. Such works will be considered through subsequent project stages and future business case approvals

Technology Park client centred requirements vary dependant on the tenant. Current engagement with prospective tenants has identified a likely requirement for a combination of office accommodation, meeting facilities, laboratory space and specialist data/server facilities. These requirements will inform future base-build and fit-out proposals and are not included within the scope of the shell and core works described within this business case.

An indirect deliverable of the project is to enable additional high skilled jobs to be created or maintained through delivery of grow on space for the EPIC clients or new technology focused companies. The anticipation of the new jobs delivered is circa 40 FTE jobs.

2.2.2 Project objectives

The main objectives of the project are as follows:

- Support the retention and expansion of businesses currently operating within EPIC and the wider Torbay technology sector.
- Deliver grow-on space that enables businesses to transition from research and development into commercial manufacturing and production.

- Create high-value employment opportunities, contributing to increased productivity, higher wages and improved economic performance across Torbay.
- Support the continued growth of Torbay's electronics, photonics and semiconductor sectors by providing accommodation aligned with emerging skills and training provision.
- Retain key employers within Torbay that may otherwise seek expansion opportunities elsewhere in the UK.
- Strengthen Torbay's position as a nationally recognised location for innovation-led businesses and advanced technology industries.
- Contribute to long-term economic growth through increased private sector investment, business survival and creation of higher-skilled, higher-paid jobs.

2.2.3 Logic map

Context (business needs as per 0)	Deliverables (As per 2.2.1)	Project Objectives (As per 2.2.2)	Strategic Outcomes (As per 2.1.1)
• Provide immediate grow-on space for technology businesses • Retain high-growth businesses within Torbay • Support transition from R&D to manufacturing • Strengthen Torbay's electronics and photonics cluster • Capture growth in nationally important sectors	• Delivery of 4 separate, lettable units of workspace accommodation culminating in the delivery of approximately 18,000 sq ft of new grow on space for EPIC clients or high skilled technology-based companies	• Support the retention and expansion of businesses currently operating within EPIC and the wider Torbay technology sector. • Deliver grow-on space that enables businesses to transition from research and development into commercial manufacturing and production. • Support the continued growth of Torbay's electronics, photonics and semiconductor sectors by providing accommodation aligned with emerging skills and training provision. • Retain key employers within Torbay that may otherwise seek expansion opportunities elsewhere in the UK. • Strengthen Torbay's position as a nationally recognised location for innovation-led businesses and advanced technology industries.	• Vacancy rates falling year on year with business reporting they can find talent • The number of businesses and jobs in Torbay increases • Targeted approach to inward investment which attracts new high-tech companies

Context (business needs as per 0)	Deliverables (As per 2.2.1)	Project Objectives (As per 2.2.2)	Strategic Outcomes (As per 2.1.1)
• Create high-value jobs and increase productivity • Support inward investment and business growth • Align employment space with local skills provision	• Circa 40 additional high skilled jobs to be created or maintained through delivery of grow on space for the EPIC clients or new technology focused companies.	• Create high-value employment opportunities, contributing to increased productivity, higher wages and improved economic performance across Torbay. • Contribute to long-term economic growth through increased private sector investment, business survival and creation of higher-skilled, higher-paid jobs.	• Younger, skilled people are attracted and retained to live and/or work in Torbay • Improved productivity in Torbay which closes the gap compared to the national data • Better balance of full-time to part-time opportunities • Increased resident satisfaction with the local area • Established pathways for young people, including those with special educational needs and/or disabilities (SEND), and unemployed to employment opportunities with skills levels moving toward national averages • Gaps in healthy life expectancy between affluent and deprived areas of Torbay are reduced

Table 3 – Logic Map

2.3 Constraints and dependencies

2.3.1 Constraints and considerations

The LRF grant funding must be fully spent by end of the 2027/2028 financial year and should deliver the anticipated 18,000 sqft of additional employment space.

Any borrowing required for the delivery should be supported by income generated by this scheme's deliverables (i.e. rental income).

2.3.2 Legal considerations

The property acquisition has completed and the Council now controls the site.

Construction procurement has been undertaken in accordance with the agreed procurement strategy and oversight has been maintained throughout.

The project will continue to be delivered in compliance with the Building Safety Act, Building Regulations, CDM Regulations and Planning requirements.

Lease negotiations with prospective occupiers continue in parallel with the construction programme. Any tenant would enter into an agreement for lease which would contractually commit them to a lease once the works have been completed to the agreed design.

2.3.3 Dependencies

The project has the following dependencies:

- The final costs and timeline are dependent on successful identification of an end user / tenant and being able to establish their requirements. A potential tenant has been identified and draft heads of terms are in place however negotiations are ongoing to determine the specifications and requirements and the resultant costs.
- The perspective tenant has identified a requirement for a high level of electrical capacity. Exact requirements are to be confirmed and may result in the need for National Grid upgrades in the form of a new substation.
- Building Regulations approval. Ongoing design development and coordination between the design team, approved Inspector/Building Control Body and statutory consultees will be required to ensure compliance with current Building Regulations.
- Resolution of fire compliance requirements. A fire strategy has been developed and the required fire safety improvement works have been identified and agreed between the project team and relevant stakeholders. Delivery of the project remains dependent upon final insurer review and acceptance of the proposed fire safety measures and associated design details. Any comments arising from the insurer's review will need to be incorporated into the final design and delivery strategy, although a significant change in scope is not anticipated.

3 Economic Case

3.1 Development of preferred option

3.1.1 Scope of preferred option

The initial phase of delivery, which this report seeks approval for will deliver the following:

Delivery of 4 separate, lettable units of workspace accommodation culminating in the delivery of approximately 18,000 sqft of new grow on space for EPIC clients or high skilled technology-based companies:

The initial package of works will include the base level of works needed to deliver “Core & Shell” which will be the minimum works required for any tenant and are considered non abortive should the tenant or their requirements change (within reason).

- Construction and adaptation works to create four self-contained commercial units
- Shell and core refurbishment of the existing building structure
- Upgraded mechanical and electrical infrastructure, including landlord services and utility provisions
- Replacement and enhancement of key building plant and equipment, including the passenger lift and associated services.
- Fire safety improvements, including structural fire protection, compartmentation works and associated compliance upgrades.
- Provision of core welfare facilities, including toilets, kitchenettes and support accommodation.
- Delivery of shared circulation and communal areas to support flexible occupation.
- Roofing improvements and provision for renewable energy infrastructure, including photovoltaic panels (subject to design and approvals).
- External works, including access improvements, cycle storage, and associated site infrastructure

The full project will deliver the following scope of works, subject to a next stage Full Business Case, following client agreement of a lease for occupation:

Technology Park client requirements “Base specification” requirements:

- Additional Office space vs Laboratory space
- Meeting rooms

Some tenant specific enhancements may also be included subject to agreement within the leases and an increase rental income to support their delivery. Such items may include but are not limited to the following:

- Server rooms (requiring additional electrical infrastructure such as new sub stations)
- Clean rooms for ESD sensitive component production

3.1.2 Cost Benefit Analysis

Hardesty Jones completed a combined economic appraisal of the Tec Park sites at Westfield as well as development at the Whiterock site. Below is a extract of that report with the full report as it pertains to Torbay Tech Park in Appendix C.

"The proposed refurbishment of Unit D, Westfield will accommodate approximately 40 gross direct FTE jobs in high tech sectors. These jobs will generate £31 million in wages and £95 million of GVA discounted to present values over a 30-year period. Taking into account additionality, the development will support 4 net additional local FTE jobs, supporting wages of £3 million and GVA of £9 million discounted to present values over 30-years."

3.1.3 Value for Money

The Hardesty Jones report (Appendix C) provided the following assessment of VFM for the combined projects:

"The present value of non-repayable public costs is £7.5 million and the present value of benefits is estimated at £51 million. The benefit to cost ratio is therefore assessed as 6.8, which is considered very high value for money."

3.2 Climate Impact Assessment

Overview:

The scheme will incorporate air source heat pumps and roof-mounted photovoltaic (PV) panels as part of its renewable energy strategy. It will also provide electric vehicle (EV) charging infrastructure and secure cycle shelters to encourage active travel and support sustainable commuting. Opportunities to enhance green infrastructure on the site are limited, although the development is expected to have minimal impact on biodiversity. There is potential to increase both the extent of the PV installation and EV charging provision; however, this would require agreement with the end user as it would increase project costs and, consequently, rental levels. Social value outcomes could be aligned with climate and sustainability objectives through the delivery of construction skills training, education, and community engagement activities. These opportunities could be developed in partnership with South Devon College and EPIC, subject to agreement between all relevant parties.

Overall Mitigation Budget (£):

The following infographics provide an overview of the climate impact areas assessed for the Tec Park (Westfield) FBC, covering Greenhouse Gas Emissions, Climate Adaptation, Education/Engagement/Enabling Conditions, Materials & Waste, Air Quality, Sea & Waterways, Biodiversity and Renewable Energy.

Together, they illustrate the full range of environmental considerations integrated into the project's assessment. This visual summary supports clear comparison across impact themes and informs strategic decision-making throughout the project's development.:





4 Financial Case

4.1 Introduction

The Financial Case demonstrates that the proposed Shell & Core delivery works are affordable and can be delivered within the identified funding streams.

The overall budget for this project is assumed at circa £7.55m which was established at SOC and OBC. Actual costs are not yet crystallised as we are still in the process of securing a end user and formalising lease arrangements which will come with a set of bespoke requirements which will need to be costed. The total project costs and level of funding will be identified at FBC2.

Bringing forth a package of works at this stage allows the Council to maintain programme momentum, minimise the risk of abortive expenditure and ensure future investment decisions are informed by greater certainty around tenant requirements and associated costs.

A paper is being reviewed at Decembers Cabinet and Council which outlines a programme level approach to LRF funding and borrowing which will support both this project and Brixham Oxen Cove. Subject to approval this will delegate approval for borrowing within a set ceiling of £15m to Cabinet. It is expected that the approval for the borrowing identified within this business case and the subsequent FBC2 will require that cabinet level approval.

4.2 Spend to date

As at November 2026, approximately £2.324m has been expended from the approved £3.340m project budget. This expenditure includes:

- Acquisition of Unit D, Westfield Business Park.
- Professional consultant appointments
- Surveys and site investigations
- Design development through RIBA stages
- Planning and statutory approvals
- Cost planning
- Contractor procurement through the Southern Construction Framework
- Pre-Construction Services Agreement (PCSA) costs.

These activities have enabled the project team to develop the Shell & Core delivery strategy, refine project costs and establish the basis for contract award.

4.3 Capital costs

4.3.1 Approach to cost estimate

The capital cost estimate has been developed using the latest available design information for the Shell & Core works and reflects the current project scope. The principal construction costs are based

upon both Stage 2 and Stage 3 cost planning undertaken collaboratively with Torbays commercial consultants and Nevada

4.3.2 Cost estimate

Table 4 shows an estimate of the total capital cost to deliver the scheme.

Cost description	Value (£)	Comments
Acquisition	£1,989,000	Purchase, SDLT and acquisition costs incurred to secure Unit D
Feasibility	£84,205	Historic feasibility studies, surveys, valuations and early project development costs
Concept design	£40,000	Concept design and option development activities
Detailed design	£120,000	RIBA Stage 3 development including planning, coordination and consultant input
Technical design	£90,528	Technical design, procurement support, legal and specialist consultancy costs
Construction management	£238,000	Internal project management, contract administration, technical management and construction oversight
Main Contract Shell & Core	£2,088,000	Current forecast contract sum with NEVADA
Risk	£200,000	Identified risk allowances included within the finance model
Contingency	£450,000	Contingency allowance retained within the approved budget
Total	**£5,300,000**	

Table 4 – Capital Costs

4.3.3 Spend profile

Table 5 shows the anticipated spend profile for the capital costs.

£	Spend to date	2026/27	2027/28	2028/29	2029/30	Total
Costs	£2.324m	£2.092m	£0.750m	£0.134m		£5.3m

Table 5 – Spend Profile

4.3.4 Funding

Table 6 shows the funding sources that are anticipated to be used to deliver the in phase shell & core works.

Funding stream	Amount	Budget holder	Spent/committed	Remaining
LRF	£3.895m	David Carter	£2.324m	£1.571
PWLB	£1.405m	Malcolm Coe	£0	£1.405
Total	**£5.300m**		**£2.324m**	**£2.976**

Table 6 – Funding Sources

4.4 Ongoing costs

It is proposed to design the space that allows four separate units significantly independent with dedicated services allocated. Therefore, unless there are vacant / void units the tenants will be responsible for their own metered services (including water, data, electricity), contents insurance and business rates.

In addition the Councils Estates team will manage a service charge with tenants to pay a fair and due proportion (according to square foot occupied within the Premises) of the services benefitting the building to cover the Landlords expenditure and costs incurred in repair, maintenance, renewal, cleaning of the common parts, including the lift, within the Building, the costs associated with the provision of security of the common areas of the Building, insuring the Building, and to cover the Westfield Business Park estate service charge for services benefitting the building.

The Council will be responsible for a small element of business rates on the common parts not allocated to the tenant, notably the entrance core and plant room

In the event the unit is let under a sole occupancy there will be no service charge (estate charge will still apply) or common part rates requirement.

Further detail around the exact cost assumptions regarding maintenance and repairs allowances will be provided at FBC2.

4.5 Revenue Generated

The rents will be based on a £ psf of net internal area, current working figures for a base build are:

- Unit 1 – 3,692 sq.ft. @ £12.50 psf = £46,150.65
- Unit 2 – 4,715 sq.ft. @ £12.50 psf = £58,932.90
- Unit 3 – 3,735 sq.ft. @ £11 psf = £40,375.76
- Unit 4 – 5,242 sq.ft. @ £11 psf = £57,662.75

Total: £203,834.50
Less provision for voids and maintenance (£20% provision): £163,067.60

There is potential for more rent should any additional requirements and costs be introduced from the perspective client above this base specification. This will be developed in more detail for FBC2

An analysis has been conducted against speculative shell and core rental income as a fallback position and internal estates team have provided an indicative rental level of £8 psf which would generate the below:

- Unit 1 – 3,692 sq.ft. @ £8 psf = £29,536.00
- Unit 2 – 4,715 sq.ft. @ £8 psf = £37,720.00
- Unit 3 – 3,735 sq.ft. @ £8 psf = £20,880.00
- Unit 4 – 5,242 sq.ft. @ £8psf = £41,936.00

Total: £139,072.00
Less provision for voids and maintenance (£20% provision): £111,257.60

The finance team have reviewed the levels of borrowing and the levels of rent support the various options to borrow and show a sustainable outturn position.

4.6 Tax considerations

SDLT was addressed as part of the acquisition of Unit D and is not impacted by the proposed refurbishment works. No additional tax implications are known at this stage.

4.7 Affordability risks

The key affordability risks are:

Inflationary risk around the prudential borrowing required to deliver the scheme – We are experiencing high levels of sustained inflation which is impacting the level of borrowing. If the interest rates continue to increase this could challenge the viability of the final project.
The financial team have conducted a review of the projected income against current borrowing rates and have confirmed that the borrowing required for this next phase are sustainable.

The final costs of the full scheme, including the prevailing interest rates will be re-examined and checked for viability against the agreed levels of income as part of the FBC2 review.

There is some risk around the level of rental income projected as we are still establishing the end user for the scheme however negotiations with a potential occupier are ongoing and are looking positive.

4.8 Financial summary

Approved budget (£)	Spend to date	Forecast to complete	Risk Budget	Total	Remaining / contingency
£3.34m	£2.32m	£2.33m	£0.2m	£4.85m	£0.45m

Table 7 – Financial Summary

5 Commercial Case

5.1 Introduction

The Council's Procurement Officer for the project is Clare Farquhar, who has provided advice and oversight in relation to the proposed procurement strategy and contractual arrangements

The purpose of this Commercial Case is to demonstrate that an appropriate procurement strategy has been followed and to seek approval to enter into contract with Nevada Construction Limited for the delivery of the Shell & Core refurbishment works at Unit D, Westfield Business Park.

The proposed contract award follows completion of the Pre-Construction Services Agreement (PCSA) phase, during which the project scope, programme, risks, commercial arrangements and contract value have been developed and refined.

5.2 Output based specification

The scope includes:

- Building fabric repairs and refurbishment
- Structural alterations and improvement works
- Fire strategy and statutory compliance works
- Mechanical and electrical infrastructure upgrades
- Central welfare and circulation core improvements.
- Roof-mounted photovoltaic installations
- Landlord infrastructure necessary to support future occupation
- Associated external and ancillary works.

The contract excludes tenant-specific fit-out works, specialist laboratory installations, clean room provision, enhanced occupier power requirements and tenant-led internal accommodation requirements, which will be developed separately and considered through FBC2.

The proposed scope has been developed to provide an occupier-neutral platform capable of supporting future tenant requirements whilst minimising the likelihood of abortive expenditure.

5.3 Delivery approach

The project is being delivered through a Design and Build procurement model utilising Nevada Construction Limited.

Early Contractor Involvement has been achieved through the PCSA stage, allowing design development, programme refinement, cost planning, buildability reviews and risk management activities to be undertaken before entering into the construction phase.

The delivery strategy has evolved since the Outline Business Case. Whilst the OBC considered a wider package of Base Build and tenant-led works, the preferred strategy is now to proceed with Shell & Core works only through FBC1. This approach maintains programme momentum while

retaining flexibility to accommodate future tenant requirements through a subsequent approval process.

5.4 Procurement undertaken

The procurement strategy approved at Outline Business Case stage utilised the Southern Construction Framework (SCF).
Nevada Construction Limited was appointed through a compliant framework process and subsequently entered into a Pre-Construction Services Agreement with Torbay Council.

The PCSA period has enabled:

- Scope refinement
- Cost planning and validation
- Programme development
- Design coordination
- Buildability reviews, including fire compliance strategy
- Risk identification and mitigation
- Development of the phased delivery strategy

The procurement approach has provided the project team with increased confidence in project costs, programme assumptions and delivery risks ahead of entering into the construction phase.

5.5 Results of procurement

The PCSA phase has successfully provided:

- A developed Shell & Core design solution
- Refined project cost estimates
- A buildable delivery strategy
- Improved understanding of project risks

The outcome of the procurement process has confirmed Nevada Construction Limited as the preferred delivery partner and provided sufficient confidence to proceed to contract award.

5.6 Preferred contractor/supplier

Nevada Construction Limited is the preferred contractor for the delivery of the Shell & Core refurbishment works.

The contractor has developed a detailed understanding of the building, project objectives, technical requirements and delivery challenges through the PCSA process.

Their early involvement has enabled them to contribute positively to scope development, design coordination, programme management, risk mitigation and cost planning.

This continuity of knowledge presents the lowest delivery risk and is considered the most advantageous approach for progression into the construction phase.

5.7 Contract value

The contract value reflects the agreed Shell & Core scope and associated contractor pricing developed through the PCSA process.
The contract sum excludes future tenant-specific Base Build works, specialist occupier requirements and any additional works that may emerge from future occupier agreements.
Any future tenant-led works will be subject to separate commercial review, affordability assessment and governance approval before being instructed.

5.8 Contractual arrangements

The proposed form of contract is NEC4 Engineering and Construction Contract (ECC) Option A.
NEC4 Option A has been selected because it:

- Provides a defined contract price and cost certainty.
- Encourages collaborative project management.
- Promotes proactive risk management through the Early Warning process.
- Establishes clear rights and responsibilities for both parties.
- Provides robust change management procedures through Compensation Events.

The contract will include the agreed Shell & Core scope, programme requirements, performance obligations and project-specific contract documentation developed through the PCSA process.

5.9 Contract management

The contract will be managed by Torbay Councils Development and Project Management Team.
Day-to-day contract administration will include:

- Programme management
- Cost control and change management
- Risk and issue management
- Progress monitoring
- Compliance and quality assurance
- Contractor performance management
- Stakeholder reporting

Project performance will be monitored through monthly progress meetings, Highlight Reports, Project Board reviews and Capital Growth Board reporting arrangements.

5.10 Social value

The project will deliver social value outcomes through both the completed Torbay Technology Park facility and the construction activities undertaken during the delivery phase.

The completed development will support Torbay Councils wider economic growth objectives through the provision of specialist employment accommodation, enabling business growth, inward investment and the creation of higher-skilled employment opportunities within the electronics, photonics and advanced manufacturing sectors.

In addition, the construction phase will support Outcome 1.2 of Torbay Council's emerging Social Value Policy:

'Torbay residents gain the skills, qualifications and practical experience needed to progress into employment and priority sectors.'

Working with Torbay Council, local education providers and community partners, Nevada will be encouraged to support delivery of this outcome through activities such as:

- Industry placements that build future workforce pipelines, including children's and adults' social care where relevant
- Training for under-represented groups of all ages
- Work tasters, site visits and work experience opportunities
- Mock interviews, CV support and mentoring

Delivery of social value commitments will be monitored through the project governance arrangements and reported through the Project Board, ensuring that the project delivers benefits beyond the physical refurbishment of the building

6 Management Case

6.1 Governance arrangements

6.1.1 Governance structure

The governance structure for the project follows the standard Capital Programme approach. This is set out in **Figure 1** below.

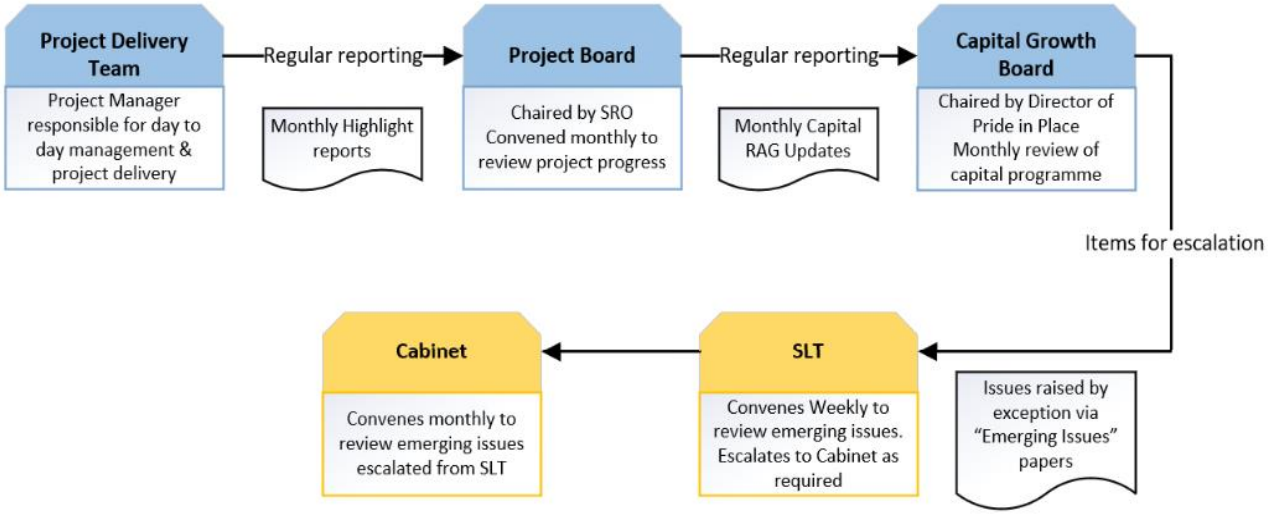


Figure 1 - Governance Structure

6.1.2 Project Board

The Project Board are responsible for ensuring the delivery of the project and managing or escalating any risks or issues to this delivery. The Project Board meet monthly and review the Monthly Highlight Report provided by the Project Delivery Team.

Table 8 lists the members of the Project Board.

Name	Title	Project role
Liam Montgomery	Divisional Director Place Strategy	Project Executive
Carl Wyard	Head of Economy	Senior User
Chris Bartlett	Head of Development & Project Management	Senior Supplier

Marc Jones	Project Manager	Project Manager
Clare Farquhar	Procurement and Contracts Officer	Procurement Lead
Andrew Sherry	Strategic Finance Lead – Capital and Treasury	Financial Lead
David Carter	Director of Regeneration	LRF budget holder
Richard Scutt	EPIC centre Director	Operational, and tenant liaison
Rebecca Silk	Communications Officer	Communications
Patrick Rafferty	Capital Programme Manager	Governance
Paul Watson	Assistant Valuer	Tenant negotiations

Table 8 – Project Board

6.1.3 Project monitoring and reporting

Project monitoring and reporting is facilitated by the generation of monthly Highlight Reports. These are produced by the Project Manager with the support of the Project Delivery Team and are shared with the Project Board for review in advance of the monthly meeting.

The Capital Growth Board (CGB) receive monthly RAG updates to feed into CGB meetings.

6.1.4 Approvals and exception reporting

In phase approvals, including the use of contingency, will be sought from the Project Board as part of the monthly review cycle.

Where there is a requirement for additional funding identified, this will be brought to the attention of the Chief Financial Officer and CGB in the first instance. It may then be decided to escalate further to the Senior Leadership Team (SLT) or Cabinet for a potential budget revision.

6.2 Key milestones

Table 9 shows the key milestones for the delivery of the project.

Key activity	Start date	End date	Comments
Outline Business Case approved			Complete
Formal procurement commences			Complete

Preferred supplier / contractor identified (Procurement concluded)			Complete
Enabling Package (PCSA)	Jul-26	Dec-26	
Full Business Case 1 approval	Nov-26	2nd-Dec-26	Subject to CGB approval and Council governance processes. Approval relates to Shell & Core delivery as outlined through this report
NATIONAL GRID – power upgrades	Sept-26	Nov-27	Budget estimate received. Formal quote anticipated Nov/Dec-26. Lead times for sub-station works estimated at 8-12 months
Shell & Core Start on Site (LOI)	7th-Dec-26		Commence under LOI to maintain programme pending execution of the main contract
Shell & Core Start on Site (NEC4)	22nd-Jan-26		Commence main construction contract subject to contract award and approvals
Project Finish on site - Shell & Core		7th-May-26	Completion of landlord shell and core works
Full Business Case 2 approval	Feb-27	Mar-27	FBC2 will define the scope, cost and delivery approach for tenant-specific base build and fit-out works, subject to tenant requirements and business case approval
Project Finish on Site – Base-build		Late summer 2027	Completion date to be determined following agreement of tenant requirements, fit-out scope and associated delivery programme, and FBC2 approval

Table 9 – Key Milestones

Programme Assumptions

- The milestones set out are based upon delivery of the Shell & Core works only
- This programme excludes tenant-specific Base Build works, including but not limited to, specialist fit-out requirements, laboratory accommodation, clean rooms, data suites, enhanced M&E installations, data suite requirements and occupier-led internal layouts

- Should future Base Build works be authorised through FBC2, the programme will require further development to reflect the agreed scope, design progression, procurement activities, statutory approvals and construction works associated with those requirements. Based on current assumptions, delivery of the Base Build works required to support occupation by Oriole could extend practical completion into late 2027.
- The extent of any programme impact arising from future Base Build works will depend upon the scope of tenant requirements, timing of occupier commitments, design development, lead-in periods for specialist equipment and any associated regulatory approvals
- Electrical infrastructure upgrades remain subject to receipt and acceptance of a formal offer from National Grid. Discussions to date provide a reasonable level of confidence that an increase from 300kVA to approximately 1MVA can be achieved. However, National Grid have advised that reinforcement works may require approximately 8-12 months from acceptance of a formal offer and completion of any associated legal agreements.
- Should occupier requirements ultimately necessitate a new sub-station or further network reinforcement works, additional programme allowances may be required to accommodate design, approvals, land agreements, procurement and installation activities.
- Progression of an Agreement for Lease (AfL) with Oriole remains dependent upon several matters being satisfactorily resolved, including confirmation of occupancy requirements, agreement of the fire strategy, power demand requirements and confirmation that the proposed building configuration can accommodate the required operational needs
- The proposed FBC1 approach seeks to mitigate programme delay by allowing Shell & Core works to proceed whilst occupier requirements continue to be developed, thereby maintaining project momentum and reducing the risk of extended programme slippage arising from ongoing tenant design development.

6.3 Resource requirements

Table 10 sets out the resource requirements to delivery of the project.

Name	Title	Project role and responsibilities	Time requirement
Marc Jones	Project Manager	Day-to-day project management, coordination, reporting, risk and programme control	Ongoing commitment
Project Board	Senior Responsible Officers / Heads of Service	Strategic oversight, decision-making and risk management	At key stages / monthly

Chris Bartlett	Head of Development & Project Management	Overall service-level accountability, strategic oversight and assurance; senior escalation and decision support	Strategic input at key milestones
Patrick Rafferty	Capital Programme Manager	Oversight and coordination of programme-level dependencies, alignment with wider capital and funding programmes, assurance of governance gateways	Periodic input at key stages
Paul Watson	Estates Officer	Property and Lease related matters	Early stages /as required
Clare Farquhar	Procurement Officer	Procurement strategy, compliance, framework use and contractual governance	As required during procurement
Andrew Sherry	Senior Finance Officer	Budget management, affordability review and financial approvals	Periodic input at gateways
Legal Services	Council Legal Team	Legal advice, contractual support and approvals	Ad hoc / as required
Design Team	External Consultants (Architect, M&E, Structural, QS, etc.)	Design development, surveys, cost planning and technical advice	Commissioned services

Contractor (PCSA stage)	Framework Contractor	Buildability input, cost development, programme validation and enabling works (PCSA)	Defined PCSA period
Torbay Council	Planning Authority	Planning advice and statutory approvals	At key planning stages
Rebecca Silk	Council Communications	Delivery of Communications & Engagement Plan	As per Comms Plan

Table 10 – Resource requirements

6.4 Benefits delivery

Table 11 details the key impacts the project will deliver, as well as how these will be measured.

	Spatial Delivery	Jobs Created	Income Generated
Description	Delivery of additional employment space	Additional full time jobs created	Income generated form the scheme via rent
Measurement indicator	Square Feet Target: 18,000	FTE Target : 40	£ Target circa £200k
Data source to be used	As built drawings	Liaison with the tenant	Initial Leases Estates finance data
Frequency of data collection	Once, post completion	Annually for 3 years	Confirmation of lease Annually for 3 years
Owner	Marc Jones	Asset owner / Ec Dev team	Estates
Comment	Grant funding requirements		

Table 11 – Benefits Delivery

6.5 Risk management

6.5.1 Risk management process

Risks are logged, reviewed and managed using the project Risk Register. The Project Manager is the owner of the Risk Register and reviews this on a monthly basis. The key risks are reported to the Project Board monthly, and the Board may escalate any ‘major’ or ‘critical’ risks to SLT or Cabinet.

A full list of the project risks, and their owners and mitigations, are included in Appendix A

6.5.2 Risk cost

The project cost estimate includes allowances for risk and contingency appropriate to the current stage of project development. The risk allowance has been developed collaboratively by the project team, cost consultants and contractor through the PCSA process, taking account of known project risks, design development, site constraints, programme assumptions and market conditions.

As the project has progressed through detailed design and contractor involvement, a number of risks have either been retired or reduced, enabling a more informed assessment of the contingency required for the Shell & Core delivery phase.

Risk ownership has been allocated to the party best able to manage and control the risk.

The current project estimate includes a dedicated contingency allowance to manage identified and emerging risks during delivery. This contingency is not allocated to specific activities and will be managed under the Council's project governance arrangements.

Any drawdown against the contingency allowance will require approval through the projects delegated authority arrangements and will be supported by appropriate justification. All contingency approvals will be recorded and reported through the monthly project reporting process and monitored by the Project Board.

The adequacy of the remaining contingency provision will be reviewed throughout the delivery phase to ensure sufficient allowance remains available for future project risks and unforeseen events.

6.6 Communications and stakeholder engagement

6.6.1 Consultation/engagement to date

Communications to date have followed the Communications and Engagement Plan. In July-26 a dedicated project page for the Torbay Technology Park was created and published on the council’s website. Following this, a series of communications about Torbay Technology Park (Phase one) and the acquisition of the unit were shared. This included communications to council Members, current EPIC tenants, key stakeholders, as well Torbay residents and businesses through a press release, newsletter and social media content.

In parallel, engagement has been undertaken with a number of prospective occupiers to better understand market demand and tenant requirements. More recently, positive discussions have progressed with Oriole regarding occupation of the entire unit, with Heads of Terms anticipated to be agreed in the coming weeks.

Stakeholder and tenant engagement will continue throughout the next phase of the project to ensure that delivery remains aligned with occupier requirements and local economic objectives.

6.6.2 Communications plan

Communications and stakeholder engagement for the project will continue to be delivered in accordance with the Torbay Tech Park (Phase One) Communications and Engagement Plan, which sets out the approach to engagement, key messages, audiences and communication channels.

As the project progresses, communications will focus on maintaining engagement with members, funding partners, prospective occupiers, EPIC stakeholders and the wider project team. Particular emphasis will be placed on communicating the proposed delivery strategy, project benefits, key milestones and opportunities for occupation.

Public-facing communications will continue to be coordinated through the Councils Communications Team and aligned with significant project milestones, approvals, occupier commitments and construction progress.

The Communications and Engagement Plan will be kept under review and updated as required throughout project delivery to ensure communications remain proportionate, timely and aligned with project objectives.

6.6.3 Stakeholder engagement.

Table 12 shows the key stakeholders for the project, their areas of interest and proposed engagement methods.

Organisation/individual	Area of interest	Method of engagement
Capital Growth Board (CGB)	Strategic oversight, business case approvals and key investment decisions	Formal business case submissions, decision reports and governance approvals at key project stages
Project Board	Project governance, project delivery, cost, risk, scope and strategic direction	Monthly Project Board meetings, highlight reports, risk reviews and decision logs
Torbay Council Members (Ward & Portfolio Holders)	Local impacts, economic benefits, stakeholder interests and project progress	Member briefings at key milestones

EPIC Management	Tenant liaison/requirements, building functionality, occupation strategy and operational considerations	Ongoing and as required
Prospective Tenants (including Oriole)	Building suitability, accommodation requirements, technical requirements and programme expectations	Tenant meetings, design workshops, requirement reviews and agreeing terms discussions
Torbay Economy Team	Delivery of economic growth objectives, inward investment and grant outputs	Project meetings, progress reporting and coordinations
Planning Authority	Planning compliance, statutory approvals and regulatory requirements	Formal planning submissions, consultations and statutory engagement
Procurement (Clare Farquhar)	Procurement compliance, commercial governance and contract management arrangements	Procurement reviews, governance meetings and commercial assurance activities
Council Communications Team	Stakeholder communication, public messaging and engagement planning	Communications planning meetings and implementation of the Communications & Engagement Plan
Local Business Community	Local economic benefits, employment opportunities and business engagement	Business engagement events, project communications and targeted stakeholder updates, including monthly Torbay buisness news letter

Table 12 – Key Stakeholders

6.7 Equalities Impact Assessment

The Council has a public sector duty under the Equality Act 2010 to have 'due regard' to advancing equality of opportunity between those persons who share a relevant protected characteristic and persons who do not share it. The Act also seeks to eliminate discrimination, harassment and victimisation. It is important that you carefully and thoroughly consider the different potential impacts that the decision being taken may have on people who share protected characteristics.

An Equality Impact Assessment (EIA) has been carried out and can be found in Appendix B.

Appendix A. Risk Register

Risk No.	Risk Description	Probability	Impact	Risk Score	Owner	Current Status/ Mitigation/ Contingency	Residual Probability	Residual Impact	Residual Risk Score
Rsk021	Tenant-specific requirements (e.g. internal layouts, specialist M&E, clean room provision, data centre) are not yet fully defined and may result in costs exceeding the current budget envelope once requirements are confirmed	4	4	16	PB/PM	Continue occupier engagement and cost development. Only progress additional Base Build works where requirements are defined, commercially justified and supported by the appropriate approvals. Tenant enhancements outsodeof of FBC2 funding envelope to be funded by the tenant	3	3	9
Rsk025	There is a risk that prospective tenants require a high level of engagement and ongoing access, and are sensitive to communications and decision-making processes. This may result in increased demands on officer time, including frequent meetings, site visits, and correspondence. This could place pressure on project resources, costs, impact efficiency, potentially affect delivery timelines and overall project management capacity	4	3	12	Estates/ Project team	Establish clear communication protocols, including defined points of contact and agreed response times. Set expectations with tenants regarding access, engagement levels, and decision-making processes early in the project. Manage and prioritise tenant requests through a structured process. Ensure adequate resourcing within the project team to manage stakeholder engagement. Maintain consistent and clear messaging to minimise misunderstandings or sensitivity to communications. 03072026 include additional fees/costs to manage expectation	3	2	6
Rsk027	Risk of subsidy control – the same applied with EPIC. Ultimately we cannot create an economic advantage for any business entering into a lease in the new space	2	4	8	Estates	Review the local market (across Devon) to find similar properties or have an independent market rent valuation done Ensure all tenants are aware of this during negotiations	1	4	4
Rsk028	The Council approves only the Shell & Core costs and does not commit/ringfence the wider £7.55m funding envelope. Risk that this creates uncertainty for prospective tenants and limits the Councils ability to commit to future Base Build works	3	4	12	Torbay Council	Seek approval to commit the full £7.55m project funding envelope through governance processes. Maintain a defined Future Base Build Provision within the approved budget to support tenant base-build requirements, subject to affordability, business need and the appropriate approvals. Continue engagement with prospective occupiers to understand likely requirements and timescales	2	4	8
Rsk029	Delay in progressing the Shell & Core works whilst tenant engagement continues and occupier requirements remain under development may impact the project programme, delay building availability and postpone occupation of the facility.	3	4	12	Torbay Council	The project has been separated into two approval stages. FBC1 seeks approval for Shell & Core works that can progress independently of tenant-specific requirements, allowing construction activities to commence whilst occupier requirements continue to be	2	2	4

						developed. Tenant-specific works will be progressed through FBC2. Ongoing engagement with prospective occupiers will continue to minimise programme uncertainty.			
Rsk029	Future tenant-specific Base Build requirements may necessitate alterations to completed Shell & Core works, resulting in abortive works, increased costs and programme delay	3	3	9	Torbay Council	The Shell & Core design has been developed to provide a flexible and occupier-neutral building platform. Tenant-specific requirements will be deferred to FBC2 wherever practical and will only be progressed once requirements are sufficiently defined and supported by tenant commitment. Ongoing design reviews and tenant engagement will be undertaken throughout construction to identify interface requirements at the earliest opportunity.	2	2	4
Rsk030	Future occupier electrical demand may exceed the capacity available within the existing network infrastructure, resulting in additional reinforcement works, increased costs and programme impacts.	4	3	12	Torbay Council	Continue engagement with National Grid, M&E consultants and prospective occupiers to refine power demand requirements. Maintain budget allowances for electrical upgrades and network reinforcement works. Review capacity requirements as occupier requirements develop and place orders for any required infrastructure upgrades at the earliest opportunity.	4	2	8
Rsk031	Changes to borrowing costs, funding assumptions or approval requirements may impact the affordability of the project and the availability of capital funding required to complete future project phases.	3	4	12	Torbay Council	Financial modelling will continue to be reviewed as part of the business case approval process. Project costs, borrowing requirements and revenue implications will be monitored through governance arrangements. Phased approval through FBC1 and FBC2 allows investment decisions to be reviewed as further cost certainty is obtained and tenant requirements become clearer.	2	3	6
Rsk032	Detailed fire compliance requirements are not yet fully agreed by all stakeholders. Further design development, technical approvals or insurer requirements may result in changes to scope, cost and programme	3	3	9	Torbay Council	Fire engineering investigations have been completed and the compliance strategy is substantially agreed. Continued engagement with the design team, Fire Engineer, insurers and stakeholders will be undertaken to finalise the remaining scope and approvals. Budget allowances have been retained to manage any residual design development requirements	3	2	6

Appendix B. Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	18 per cent of Torbay residents are under 18 years old. 55 per cent of Torbay residents are aged between 18 to 64 years old. 27 per cent of Torbay residents are aged 65 and older.	The site is located within an industrial estate with no residential population. No direct adverse impacts related to age are anticipated. Without targeted action, employment and skills opportunities arising from the development may primarily benefit working-age adults.	Promotion of inclusive employment, apprenticeships and skills development opportunities linked to the development.	Project team and future occupiers – operational phase.
Carers	At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these provided 50 hours or more of care.	Carers may have limited flexibility to engage in consultation or employment opportunities without flexible arrangements.	Encourage flexible working practices among future occupiers. Ensure engagement activities are accessible.	Project team / future occupiers – operational phase
Disability	In the 2021 Census, 23.8% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.	Risk of exclusion if buildings or workplace practices are not fully accessible. Construction impacts may disproportionately affect disabled people.	Inclusive design in line with Building Regulations. Step-free access, accessible facilities and clear communication of construction impacts.	Design team and/or contractors – design and construction phases
Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth. This proportion is similar to the Southwest and is lower than England.	No specific adverse impacts identified. Importance of inclusive workplace culture.	Encourage inclusive equality, diversity and inclusion policies among occupiers.	Future occupiers – operational phase
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	No specific impact identified	No specific mitigation required.	N/A
Pregnancy and maternity	Over the period 2010 to 2021, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 63.7 per 1,000) than England (60.2) and the South West (58.4). There has been a notable fall in the numbers of live births since the middle of the last decade across all geographical areas.	Temporary changes to pedestrian routes, site access and welfare arrangements may require additional consideration for pregnant staff, contractors or visitors	Maintain safe, clearly signed access routes and suitable welfare facilities throughout works	Contractor / Site Management – *construction period*
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as white. This is a higher proportion than the South West and England. Black, Asian and minority	No direct disproportionate impact identified. Contractor workforce may include individuals requiring clear visual communication where English is not first language	Use clear signage, standard health and safety communication	Contractor – *throughout delivery*

	ethnic individuals are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.			
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	No specific adverse impact identified	Ensure welfare arrangements remain appropriate during construction activity	Contractor – *construction phase*
Sex	51.3% of Torbay's population are female and 48.7% are male	No direct disproportionate impact identified. Site welfare and operational arrangements should remain suitable for all staff and contractors	Maintain appropriate welfare facilities and safe access arrangements	Contractor / Operational Management
Sexual orientation	In the 2021 Census, 3.4% of those in Torbay aged over 16 identified their sexuality as either Lesbian, Gay, Bisexual or, used another term to describe their sexual orientation.	No specific adverse impacts identified.	Encourage equality and inclusion policies among occupiers.	Future occupiers – operational
Armed Forces Community	In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. In Torbay, 5.9 per cent of the population have previously served in the UK armed forces.	No specific disproportionate impact identified	No specific mitigation required	N/A
Additional considerations				
Socio-economic impacts (including impacts on child poverty and deprivation)	• Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025.	The project has potential to deliver positive long-term economic benefits, without targeted measures these may not reach the most deprived communities.	Local labour initiatives, skills pathways and inclusive recruitment.	Project team and partners – operational
Public Health impacts (Including impacts on the general health of the population of Torbay)	• For the five-year period 2020 to 2024, data shows there is a 6-year life expectancy gap between males who live in Torbay's least and most deprived areas and, a 3-year gap for females.	Short-term construction impacts, potential longer-term benefits through employment and economic resilience.	Construction management and community communications.	Project team – construction
Human Rights impacts		No adverse human rights impacts identified.	Compliance with statutory duties.	Ongoing
Child Friendly		No direct adverse impacts identified. Indirect benefits through employment and skills opportunities.	Considerate construction and skills engagement.	Project team – ongoing

Appendix C – Economic Appraisal

10 Torbay Tech Park, Paignton

10.1 The Torbay Tech Park is a proposed set of developments that will support the growth of the electronics and photonics sector in Torbay, building on the success of the Electronics' and Photonics Innovation Centre (EPIC).

10.2 The proposal consists of developing the Whiterock site, immediately adjacent to EPIC, and the refurbishment of Unit D, Westfield (the former Lumentum building).

10.3 The Whiterock site will deliver approximately 3,000 sq m (NIA) of employment space, and Unit D, Westfield will deliver circa 1,500 sq m (NIA) of employment space. The buildings will accommodate office space, dry lab space, and high-tech manufacturing space.

Costs

10.4 The total cost of the project is £28 million. This will be funded through £8 million of non-repayable public grant funding and £20 million of public sector borrowing.

10.5 The present value of non-repayable public sector costs is £8 million.

Benefits

10.6 The economic benefits assessed for this project include the jobs, wages and GVA generated through:

- Construction – this generates temporary employment impacts
- White Rock Site – this generates permanent employment impacts
- Unit D, Westfield - this generates permanent employment impacts

Construction

10.7 The construction of the proposed development is estimated to support 140 gross person years of employment. This employment will generate £5 million in gross wages (present value) and £9 million in gross GVA (present value) for the duration of the construction phase.

10.8 Taking into account additionality, the construction will support 203 net additional local person-years of employment, supporting wages of £8 million (present value) and GVA of £13 million (present value).

Whiterock Site

10.9 The Whiterock site will accomodate approximately 80 gross direct FTE jobs in high tech sectors. These jobs will generate £89 million in wages and £271 million of GVA discounted to present values over a 60-year period.

10.10 Taking into account additionality, the development on the Whiterock site will support 31 net additional local FTE jobs, supporting wages of £35 million and GVA of £106 million discounted to present values over 60-years.

Unit D, Westfield

10.11 The proposed refurbishment of Unit D, Westfield will accomodate approximately 40 gross direct FTE jobs in high tech sectors. These jobs will generate £31 million in wages and £95 million of GVA discounted to present values over a 30-year period.

10.12 Taking into account additionality, the development will support 4 net additional local FTE jobs, supporting wages of £3 million and GVA of £9 million discounted to present values over 30-years.

Land Value Uplift

10.13 The net additional land value uplift for the proposed development of the Whiterock site is estimated to be £5 million.

Table G Quantified benefits of Torbay Tech Park, Paignton

	Gross direct impacts	Net additional impacts
Temporary construction impacts		
Person-years employment	140	203
Wages	£5 million	£8 million
GVA	£9 million	£14 million
Permanent impacts		
Jobs	120	35
Annual wages	£6 million	£2 million
Annual GVA	£17 million	£5 million

10.14 The proposed development is also anticipated to generate non-quantified benefits in Torbay and Paignton, including:

- Repositioning and improving Torbay's image as a good place to work, attracting further highly skilled residents and stimulating investment.
- Supporting youth aspiration and improving the retention of talented young people.
- Further opportunities for skills and training, particularly in the construction workforce.

Value for Money

10.15 The present value of non-repayable public costs is £7.5 million and the present value of benefits is estimated at £51 million. The benefit to cost ratio is therefore assessed as 6.8, which is considered very high value for money.

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