

Crossways, Paignton

Outline Business Case (OBC)

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1 Introduction

1.1 Purpose of this report

This report considers the redevelopment of the former Crossways shopping centre, Paignton and its immediate surrounds to Hyde Road and Torquay Road.

It has been prepared with reference to the Crossways SOC business case (November 2024) and subsequent planning documentation. It should also be cross-referenced with ProVal model: **Crossways_91ECH/DCC_(OBC)_26Nov25**.

The following approvals are sought:

- Authorisation to place an ECI/PCSA (Pre Construction Services Agreement) with Willmott Dixon Construction.
- To approve an additional in-phase budget of £1.729m (plus underspend from SOC activities), to undertake this activity from YQB08; and,
- To endorse the proposed delivery and procurement model set out in this paper.
- Authorise the instruction of SWW to undertake diversion works at a cost of £521,000 (Included in the £1.729m noted above) to allow the unhindered delivery of the scheme post FBC.

1.2 Executive Summary

The 0.477ha site is owned by the Council. Originally the site was identified for an 89-unit Extra Care facility, for which a planning consent was granted in February 2021. Demolition of the former shopping centre commenced in 2023 and substantially completed in April 2024. It is currently in-use as a temporary shopper's car park, pending redevelopment.

A fundamental scheme review was undertaken in 2023, following identification that the previous scheme was unviable. Responsibility for delivery has transferred to the Head of Strategic Housing and Delivery (as client), with project management and development management services provided by Willmott Dixon / Milligan – "WDM". This has culminated in the submission of a new planning application to significantly improve the efficiency of the building by measure of nett to gross area and increase in units. Additionally, a new day care centre has been included, to replace the existing Hollacombe Centre, which is a life-expired asset.

The costs to date for the CPO, design and demolition is £5,738,783. These costs include the acquisition and abortive works of the previously consented scheme.

The scheme has attracted £2.7m of FHSF and £950k of BLRF; several other smaller local subsidies have been committed, too. There is also a provisional allocation from Adult Social Care (ASC) including Disabled Facilities Grant (DFG) funds and other project specific subsidies. To progress this project, the SRO has assumed all the subsidies and grants allocated to the project in the November 2024 SOC remain.

A preferred scheme for the redevelopment has been worked up to RIBA Stage 3+ with a Planning Application submitted in July 2025. The SRO/WDM consider that this produces the best balance of viability, development size, regenerative effect and deliverability. We are expecting consent to be issued in December 2025.

A further tranche of pre-construction activity, as set out below, is recommended to improve cost certainty on the viability and deliverability of the proposals.

The recommendation is as follows:

1. Appoint Willmott Dixon Construction Limited under ECI/PCSA to develop the scheme design through RIBA Stage 4 and provide a commercial proposal based on a Design and Build contract sum.
2. At the completion of RIBA 4 undertake a design gateway review, a cost and value review and recast the development appraisal having regard to Torbay Council's standard Employers' Requirements.
3. Independently commission Coreus to provide client-side VfM assessment and 'Managing Surveyor' services, which will ensure robust oversight of WDC during the construction/ECI/PCSA phases and provide assurance direct to the client throughout.
4. Discharge any pre-commencement planning conditions, to facilitate a start on site.

- 5. Engage with Wilmott Dixon Construction under a ECI/Pre-Construction Services Agreement (PCSA) to work up and agree a Building Contract and Building Contract Sum for the delivery of the preferred scheme (such Instruction to be made under the existing Pagabo Developer Led Framework).
- 6. (Client) Engagement with Homes England regarding Affordable Housing Grant to secure viability.

This tranche of activity would be carried out over the next 6 months with a target end date of Q2 2026.

The Total Scheme Cost (including land assembly and interim operating costs) for the preferred scheme is currently £50,129,777. An in-phase budget of £1.729m is required to complete the activity through to RIBA 4. This is in addition to expenditure already incurred/approved for the feasibility, SOC, land assembly and estate management activity (but within the overall £50.2m budget). This is a high-level estimate and will need to be market tested and confirmed with the wider development team with frequent reports issued to the SRO team for approval.

Within the above £1.729mm OBC to FBC budget is £521,000 to instruct SWW to undertake the diversion works to allow a prompt start on site post FBC as an Enabling Works Package. A key objective of the ECI/PCSA will be to identify cost savings and further efficiencies. This will be reported at FBC stage.

2 Strategic Case

2.1 Strategic Needs

2.1.1 Existing arrangement

Crossways Shopping Centre was purchased by Torbay Council in 2022. The buildings have been demolished, and the site is being utilised as a deck level car park. There is an identified need for Extra Care housing, which this scheme will address.

2.1.2 Business needs – current and future

The brief for the scheme is for a residential led (Extra Care) mixed-use development. The Business Needs remain the same as previously outlined at SOC.

2.1.3 Strategic need

2.1.3.1 Corporate & Community Plan alignment

The Strategic Needs remains the same as previously outlined at SOC.

2.1.3.2 Other relevant strategies

This has previously been considered at SOC stage.

2.2 Objectives

The key objectives and respective targets for the project are set out in the table below.

Challenge	Objective	Measure	Target
Oversupply of poor-quality retail space	Condense retail offer and diversify land use	Less retail space and increase in other uses in town centre	Better-quality high-street experience
Lack of housing and increasing deprivation	Provide access to high quality housing	Increase in residents living in good quality housing	Reduced poor quality housing
Improving Paignton’s image	Improved residential and health offer	Investor confidence; existing and new establishments	Increased investment activity
Replacement Day Care Centre	Purpose-built replacement facility	Delivery of said facility	Quality provision to allow service to flourish

2.3 Other considerations

The scheme has been designed to meet a range of needs identified by Adult Social Care, including homes for people to age-well, and provision of a bespoke day care facility to replace an end-of-life scheme that is central to the partnership between Torbay Council and the local NHS trust.

3 Economic Case

3.1 Critical success factors

The critical success factors (CSF's) were considered at SOC.

3.2 Options for consideration

At SOC stage, a series of preferred options were identified with a decision made to proceed with 91 Extra Care units and a Hollacombe replacement, to Stage 3 and Planning Application. A significant level of design development was undertaken during this process and has resulted in a finalised design scheme (set out below).

3.3 Preferred option

- New 4-6 Storey Extra Care Residential Development fronting Torquay Road and Hyde Road consisting of:
 - 76 No 1 Bed Apartments
 - 7 No 1 Bed Apartments for Wheelchair Users
 - 8 No 2 Bed Apartments
- Associated ancillary/communal space and gardens.
- New Café for the use of the above residents.
- 11,453 ft2 of space for the replacement Hollacombe Day Care Centre including dedicated garden space.

4 Commercial Case

4.1 Introduction

a Pre- Development Agreement (PDA) has been entered into for the site to facilitate its immediate progression. The PDA has acted as the delivery mechanism for all activity on the scheme to date (with all current team members procured pursuant to the PDA); the PDA will continue to be used for all activity in the next stage up to FBC.

Consideration has been given to appoint Willmott Dixon Construction on Construction phase given their project knowledge through development. Review of procurement options identified that this would be possible via the Pagabo Major Works framework. This was proposed to CGB at OBC stage and subsequently approved.

To develop the contract sum and RIBA Stage 4 pack, Willmott Dixon Construction will be appointed to undertake the works associated under an ECI/PCSA within the existing PDA structure. At/beyond FBC stage the PDA is to be replaced with a Development Management Agreement (on identical commercial terms to the PDA) to facilitate the delivery of the scheme (this process is set out in the PDA).

At the point a contract sum can be agreed Willmott Dixon Construction will be appointed utilising a preferred framework which will sit alongside the DMA mentioned above. The preferred framework is likely to be Pagabo Major Works to ensure compliance and like-minded procurement.

Whilst Torbay Council's Commercial Services team continues to hold concerns regarding the legitimacy of a direct appointment of Willmott Dixon Construction, and the strength of the justification for doing so, based on the commercial analysis undertaken and the wider public cost–benefit position, we are satisfied that it would be inappropriate at this juncture to reverse or revisit the approach.

4.2 Market analysis

A schedule showing the basis of the assumptions for the input metrics to the Development Appraisal is below:

Metric	Data Source/Basis of Calculation
Acquisition Cost	Based on purchase costs incurred (provided by TC).
Construction Cost	Based on RIBA 3 cost plans prepared by the Construction Cost Consultant (Coreus) against each of the development option for Crossways. This has been subsequently tested by Willmott Dixon Construction with a value for money process underway with Coreus. Coreus have verified the construction cost
Planning Cost	Planning costs incurred have been utilised.
Professional Fees	Cost estimates based on quotations from the core team along with benchmark data from other projects. ECI/PCSA fee quoted by Willmott Dixon which is built up from quotes from the consultant design team.
Finance	Assumed debt finance based on long-term PWLB borrowing by TC at a rate of 4.65%, utilising an 'interest only' model (as agreed with the Director of Finance).
Residential Sales and Rental Values	Residential values have been provided by Vickery Holman based on 1999 values with a 10% uplift for Extra Care housing (this is the standard requirement for social housing).
Commercial Rents/Incentives	Assessment of market rents and incentive provided by Vickery Holman.
Investment Yields	Assessment of market investment yields for anticipated uses by Vickery Holman.
Growth	Both cost and value growth have been included in the appraisals advised by Coreus and Vickery Holman: - Construction cost inflation estimated to mid-point of construction. - Value growth estimated to exit/sales point.

4.3 Routes to market

TC have entered into a Pre Development Agreement with WDM, which provides the necessary Development Management and Project Management Services to deliver the project.

Procurement of the professional and design consultancy team to date, which has been necessary to progress the concept design and Planning Application, has been done pursuant to the linked Pre-Development Agreement.

The budget requested below will again be procured through a compliant framework route namely the Developer Led and Major Works frameworks. This will be set out in the forthcoming FBC.

A core development team has been assembled and will be expanded as the development process continues under the employment of Willmott Dixon Construction Limited.

Discipline	Entity
ECI/PCSA	Willmott Dixon Construction Limited
Water Diversion	South West Water – Appointed direct by the Council
Cost Management/VfM/monitoring-EA	Coreus

Procurement of construction related services will be required to facilitate diversion of the mains sewer with South West Water. The rationale for procuring a separate Enabling Works contract is that these works can be done more quickly than a Main Contract and therefore will potentially facilitate a quicker start on site. Furthermore, if included

within the Main Construction Contract, these works would likely be subject to higher preliminary and overhead costs associated with the larger contract. Additionally, due to the precise nature of the topographical levels associated with these works the wider team have advised SWW are asked to complete the works.

4.3.1 Preferred Route to market.

Enabling Works Contract (South West Water)

- Output: A robust contract sum.
- Process: Direct Appointment due to lack of competition in utilities market.
- Procurement Programme: Approx 6 months.

The formal legal and administrative process for this procurement process would be carried out by TC with full technical/commercial support from WDM pursuant to the PDA.

Main Building Contract

- Output: A Building Contract and market tested contract sum with Willmott Dixon Construction (WDC) on an open book basis
- Process: Pre-Construction Services Agreement (ECI/PCSA) issued under the existing Project PDA leading to the main contract to be let by Direct Award under Pagabo Major Construction Works Framework.
 - Pagabo Major Works Fee of 0.22% payable through construction.
- Procurement Programme: approx. 1 month. Main works instructed post FBC approx. 9 months from OBC (inc. drafting and agreeing contract).

The formal legal and administrative process for this procurement process would be carried out by TC with full technical/commercial support provided by WDM pursuant to the PDA.

The ECI/PCSA is an open-book process whereby a contract sum is established by tendering all the construction works packages to the supply chain and applying pre-procured rates for Preliminary Costs and OH&P to the aggregate of the package costs.

It is also necessary to have the process/output audited by a 3rd party cost consultant to confirm the output was market tested and VFM. This service will be employed directly by the Council, and the proposal is to direct award to Coreus, based on their existing (very detailed) knowledge of the project.

The fee for the ECI/PCSA services will be payable to WDC under the contract and has been ratified by Coreus a 3rd party RICS accredited cost consultant/QS.

The arrangements above will, however, necessitate an incremental approach to the future production of the Full Business Case (FBC) for the scheme as follows:

OBC

- Contract details for the Enabling Works Contract
- ECI/PCSA with Willmott Dixon Construction Limited placed through the Pagabo Major Construction Works Framework.

FBC

- Final contract details for the Main Works Contract

Following completion of the surveys and investigations (post Enabling) the Main Contract could be finalised and the Main Contract placed through a suitable Framework, most likely Pagabo Major Works.

4.4 Contractual arrangements

Enabling Works Contract

- Client: Torbay Council
- Form of Contract: SWW agreement appropriate for the value of works.
- Approx Value: £521k
- Duration: Circa 6 months

- Payment: Monthly
Contractor provides a Guaranteed Maximum Price

Cost Consultant & NEC Project Manager and Supervisor

- Client: Torbay Council
- Supplier: Coreus
- Form of Contract: Direct appointment via a framework using framework terms or Council short form service contract
- Approximate Value: £46,250-55,000 for ECI/PCSA period & £70-80,000 for the Construction Period (anticipate above threshold service contract)
- Duration: 33 months (or full duration of ECI/PCSA and construction)
- Payment: Monthly

ECI/PCSA

- Client: Torbay Council
- Supplier: Willmott Dixon Construction
- Form of Contract: Pagabo Major Works PCSA
- Approx Value: £1.283m
- Duration: Circa 9 months
- Payment: Monthly

Main Building Contract

- Client: Torbay Council
- Form of Contract: NEC4 Option A
- Approx Value: £42.85m
- Duration: Circa 24 months (to be confirmed via PCSA process)
- Payment: Monthly (based on valuations)

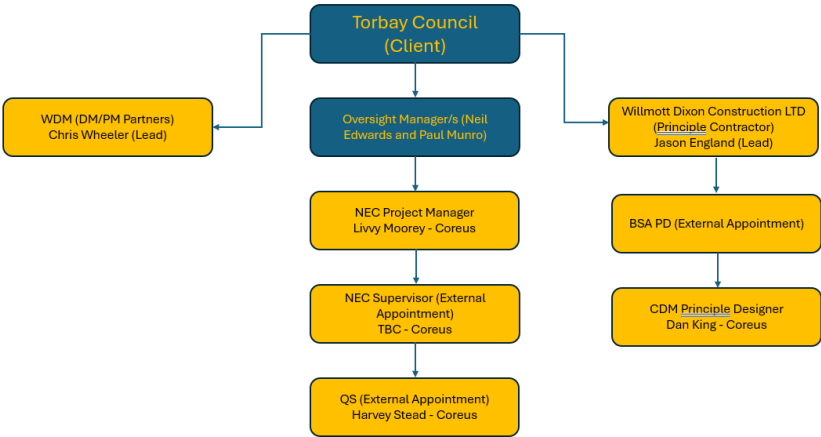
4.5 Contract management

Up to the point of commencement of the procurement process for the Building Contracts the development process will be managed by WDM pursuant to the PDA (as has been the case up to now). From the commencement of procurement the Council will be responsible for the management of the project.

The form of contract utilised for the construction will be reviewed and confirmed at FBC. However the Councils current preference and requirement will be to enter into an NEC form of contract providing:

- Extensive shared experience in delivering schemes under this form of contract.
- Provides cost certainty.
- Contract utilised across the market for complex schemes.
- Simple process when utilising the Sypro software.

Through discussions with internal and external stakeholders the below management structure has been shaped based upon the utilisation of an NEC Option A Contract. This form of contract demands unique roles which Torbay Council have a duty to ensure are met to ensure the efficient running of the contract and mitigation of risk.



Financial case

4.6 Introduction

A detailed Development Appraisal has been produced for the preferred option utilising (industry standard) ProVal modelling. All of the assumptions utilised in the appraisal have been discussed and agreed directly with the Director of Finance and Cabinet Member or Housing & Finance. This includes:

- PWLB borrowing at 4.65%, over 50 years (with NPV discount to match)
- Annual management charge of £600 per unit, per annum
- Annual maintenance charge of £600 per unit, per annum
- Void & Bad Debt allowance of 2.5% (equivalent to 9 days void per year)
- Tapered major repairs sinking fund (0.1% of Build Cost in Year 6, raising to 0.5% per annum by Year 10+).
- Service charge (to cover communal maintenance, and any care/support costs)
- Social rents at 110% of 1999 values, as endorsed by Vickery Holman

£34.293m of subsidy is required to deliver the project, including an assumed bid of £15.015m from Homes England.

Utilising the Interest only model, there is currently a small surplus in Year 1, which means that there is sufficient income to cover the minimum debt payment. Over the 50-year period, the surpluses grow to a point where there is sufficient headroom to repay the whole of the debt. Clearly, this is a simplified model, and it would be advantageous to pay off debt incrementally, using the surpluses. An extract from ProVal is provided at **Appendix A**.

The rents for the Day Care Centre have been set at £20.00ft² as advised by Vickery Holman; whilst this is a significant increase compared to the current cost of Hollacombe, the figure is still significantly below comparable market rents for other sites of this type. The existing site is also at end of life stage, and so it would not be reasonable to charge the full commercial rate to the hosting service for this site anyway. However, moving to a new site will create a revenue pressure that the Council will have to absorb. An exercise will be undertaken in due course to plot the ‘sweet spot’ in respect of reducing rent liability versus increasing subsidy to support the day care centre.

4.7 Working costs for next project stage

Set out below is an estimate of the costs required to progress the preferred scheme through to FBC stage. These costs are projected to up to the point of FBC Stage 2 (i.e. sufficient to fully crystallise the Enabling and the Main Works Contract through an ECI/PCSA process).

Description	Value	Comments
ECI/PCSA Fees	£1,283,798	Placed with Willmott Dixon Construction Limited (Framework fee due within construction)
SWW Diversion	£520,301	Placed with SWW

DM/PM Fees	£206,801	Fees agreed through Partnership Agreement Nov-July
Professional Fees	£100,000	Misc (QS, EA, re valuation as required)
Contingency	£381,835	Saving carried forward from saving in SOC
Total	£ 2,110,900	

Table 1 - Working cost for business case development.

4.8 Funding

4.8.1 The tables below set out the proposed funding strategy for the scheme:

Funding Stream (A):	Amount allocated:	Cost centre:	Currently allocated to:	Reallocate to:
ASC Capital	£1,321,869	YQB08	Crossways	N/A
ASC Revenue	£2,696,740	YQB08	Crossways	N/A
ASC Revenue	£935, 260	YQB08	Crossways	N/A
BLRF	£950,000	YQB08	Crossways	N/A
DFG	£2,252,619	YQB08	Crossways	N/A
DFG Future Allocations	£634,860	YQB08	Crossways	N/A
Future High Streets	£2,765,897	YQB08	Crossways	N/A
Homes England AHP	£15,015,000	<i>Yet to be secured</i>	N/A	N/A
Housing RHP	£200,044	YQB08	Crossways	N/A
HSG Advances	£1,458,044	YQB08	Crossways	N/A
Jack Sears	£1,100,000	YQB08	Crossways	N/A
LPSA Performance	£214,000	YQB08	Crossways	N/A
S106 (AH) OSC	£736,489	YQB08	Crossways	N/A
TC Capital Receipts*	£4,012,551	YQB08	Crossways	N/A
Sub-total	£34,293,373			

Table 5 – Crossways existing allocated internal subsidy

*this includes a future sales receipt of £1.000m from the disposal of Hollicombe Day Care Centre, and £3.000m from the sale of Preston Down Road (being 50%, restricted to specifically fund affordable housing in Paignton). If the PDR receipt does not reach the expected £6.000m bid, more of the geographically unrestricted receipt will be required.

The proposed scheme requires significant capital borrowing. Residential and health uses have been modelled on an interest only basis (with the capital sum being repaid through cashflow surpluses at the term end). The scheme requires a loan of £15,836,404.

However, with considerable subsidy from Torbay Council, along with a grant bid to Homes England, ensures that the net revenue once the asset is stabilised at **at all times exceeds** the annual loan repayment. The scheme provides a (small) cashflow surpluses from Year 1, ensuring the Council's revenue position is not exposed to further risk because of these borrowing activities.

4.9 Capital Costs (Non-Recurrent)

The table below sets out the capital cost (less grant funding and interim income) to PC+1 Year.

Description	Value
Acquisition	£2,606,489
Works	£38,370,871

Fees	£4,691,417
Other Costs	£4,461,000
Total	£50,129,777
Subsidy	- £34,293,373
Opening Loan	- £15,836,404

Table 2 – Capital Costs

4.10 Ongoing costs / (Recurring commitment)

All occupiers and tenants of the completed scheme will contribute to a Service Charge account which will be used to meet the running costs of the asset. Where tenant/occupier voids occur, the landlord will meet the void costs of the vacant space. An initial projection of the management costs are detailed within the PROVAL model in Appendix A.

4.11 Tax considerations

A review of tax considerations will be undertaken following approval of this business case.

The use of the Café is to be reviewed through the next stage and finalised prior to FBC. At the moment the facility is inward facing to mitigate against development and ongoing Tax liabilities.

4.12 Financial summary

		Expenditure to date	Forecast to complete (including contingency)	Total
Required Budget (Overall)	£50,129,777	£6,040,211	£44,089,566	£50,129,777
Required Phase Budget (OBC)	£ 8,330,691	£6,040,211	£ 2,290,480	£ 1,728,346

Spend figure is up to end Sept 25

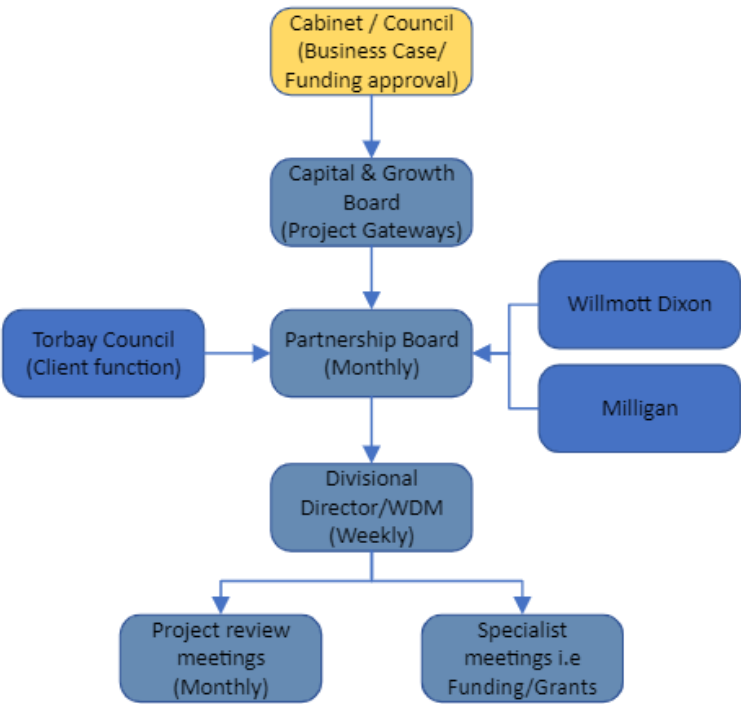
Table 4 – Overall project Budget

5 Management case

5.1 Governance arrangement

5.1.1 Governance Structure

This project is one of the regeneration partnership schemes which is being delivered collaboratively between Torbay Council, Wilmott Dixon and Milligan. The below identifies the governance structure for this arrangement:



The regeneration partnership board consists of the below persons / roles and meets monthly to discuss progress on its portfolio of projects.

Name	Title	Organisation	Project Role
Anne-Marie Bond	Chief Executive	Torbay Council	Executive Officer
Alan Denby	Director of Pride in Place	Torbay Council	Strategic Fit
Malcom Coe	Director of Finance & S151 officer	Torbay Council	Financial Oversight
David Carter	Director of Regeneration	Torbay Council	TC Project Sponsor
Sam Irving	Head of Strategic Housing & Delivery	Torbay Council	TC scheme SRO
Chris Wheeler	Regional Head Land and Development	Willmott Dixon	Dev Management (Delivery)
Stuart Harris	Chief Exec	Milligan	Dev Management (Commercial)
Mike Anderson	Chief Investment Officer	Milligan	Dev Management (Investment)
Jon Munce	Head of Development	Milligan	Dev Management (Delivery)

Table 5 – Regen Partnership Board Membership

The delivery of the project will be managed by the above client and project management time with further assistance in the form of the below structure, showing reporting lines through arrows.

The CDM and PD roles are appointed by the appropriate part in Torbay Council and Willmott Dixon Construction.

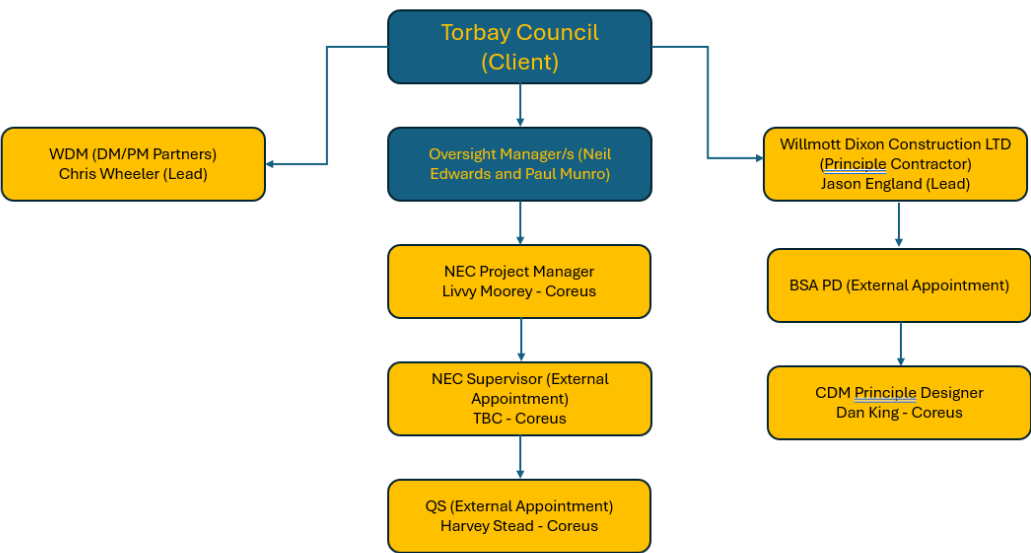
The Project Board consists of :

- Budget Holder - Sam Irving
- Oversight PM – Paul Munro
- Customer – Neal Edwards
- Communications – Emma Faulkner
- Head of Development & Project Management – Chris Bartlett
- Development Partner – Chris Wheeler
- **Optional – Torbay Procurement** – Channele Busby
- Optional – Director of Regeneration and Place Delivery - David Carter
- Optional – Head of Corporate Finance – Paul Matravers

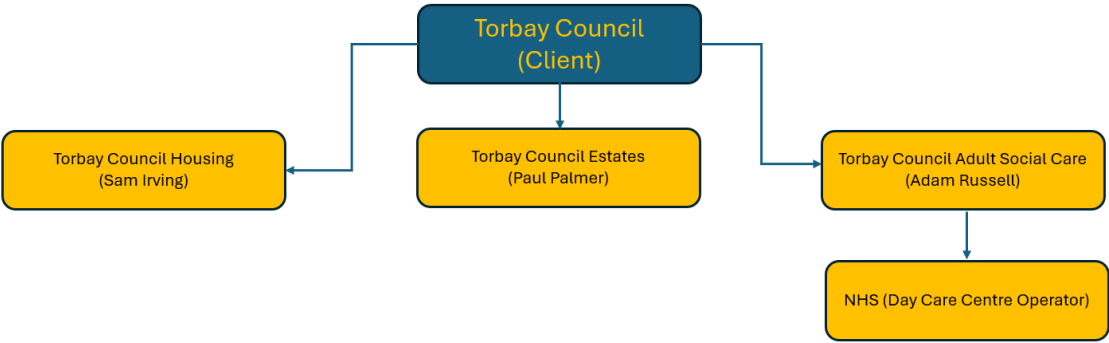
Key Stakeholders:

WDM will maintain and overview PM/DM role on the scheme on behalf of the client with a Torbay Council appointed set of oversight managers. To provide further reassurance of VfM an external monitoring Employers agent will be employed to ratify when required any WDM approved changes to cost or programme throughout the contract. Operational reviews will be undertaken with the PCSA supplier with Project Boards held within the following week to ensure decision making is made within a timely period.

Coreus will provide PM/QS and NEC Supervisor roles subject to procurement being sought.



Key Stakeholders



5.1.2 Project Monitoring & Reporting

Project monitoring and reporting structure is defined in the chart in 5.1.1. It will be facilitated by the generation of monthly Highlight reports and delivered into the project board forum for review by the wider project team. Monthly CGB RAG updates will be provided to ensure oversight as part of the wider Capital Plan.

The project falls within the Regeneration Partnership so will be reported within the Partnership Board and regular meetings with the senior leadership team.

A project board will be established as above which will report progress and cost implications back through the RAG reports and CGB.

The below RACI schedule shows the clear reporting and governance structure that the Council and external advisors will take.

Task	Torbay Council		Coreus		Developer	Contractor	Comments
	Project Oversight	DM/Client	PM	QS	WDM	WDC	
Reporting							
Monthly ECI/PCSA Report	I	A	C	C	C	R	Live document issued.
Monthly ECI/PCSA Programme	I	A	C	C	C	R	
Monthly ECI/PCSA Budget Update	I	A	C	C	C	R	
Update IRS Schedule	I	A	C	C	C	R	
Respond to IRS	I	R	A	A	C	I	
RAG Reports	R	A			A		
Homes England Reports		R			A		
Partnership Board Reporting		A			R		
Change							
Informing Cost Change	I	C	R	R	C	R	Sypro to be utilised, 2 way process.
Informing Programme Change	I	C	R	R	C	R	Sypro to be utilised, 2 way process.
Informing Quality Change	I	C	R	R	C	R	Sypro to be utilised, 2 way process.
Informing Design Change	I	C	R	R	C	R	Sypro to be utilised, 2 way process.
Change Decision Making	A	R	A	A	A	I	Sypro to be utilised, 2 way process.
Instructing Cost Change	A	A	R	R	I	I	Sypro to be utilised, 2 way process.
Instructing Programme Change	A	A	R	R	I	I	Sypro to be utilised, 2 way process.
Instructing Quality Change	A	A	R	R	I	I	Sypro to be utilised, 2 way process.
Instructing Design Change	A	A	R	R	I	I	Sypro to be utilised, 2 way process.
Meetings							
Design Meetings	I	I	C	C	C	R	Internal & External
Organising PCSA Meetings	I	I	R	R	C	A	Treat as principles meeting?
Chairing PCSA Meetings	I	I	R	R	C	A	Treat as principles meeting?
Organising Project Board Meetings	C	C			R		
Chairing Project Board Meetings	C	C			R		
Partnership Board Reporting		R			R		
Informal Contractor/Client Touch Points	I	I	R	R	I	R	Coreus/WD to arrange
Operational/Estates Meeting	A	R			A	R	
Stakeholder Engagement	C	C	C	C	R	R	TC to attend and manage external stakeholders.
Sharing							
Drawings	I	I	R	R	I	R	Dalux System; drawing submittal and comments to be issued within this system.
Instructions/Governance	I	I	R	R	I		Sypro System
Procurement							
SCP PCSA Design Package Approval	I	C	R	R	I	R	
SCP PCSA Design Consultant Approval	I	C	R	R	I	R	

5.1.3 Approvals and exception reporting

Subject to approval of this business case, authority to spend up to the amount identified within section 5.2 for this stage of project delivery and business case development should be delegated to the project sponsor.

Where there is a requirement for additional funding, this will be highlighted to Capital Growth Board in the first instance and onwards to Cabinet and Council as required.

5.2 Key milestones

Below are the indicative key milestones for the project. A full estimated project plan / schedule has been provided in Appendix C.

Item	Negotiated Procurement
Feasibility	Nov 2024 (Complete)
Instruct WDM under PDA	Oct 2024 (Complete)
RIBA 2 Concept Design	Feb 2025 (Complete)
OBC	Dec 2025
Procure Preferred Contractor via PCSA	Jan 2026
RIBA 3/Planning Application Submission	July 2025 (Complete)
Planning Application Determination	Dec 2025
FBC	July 2026
Start on Site	Aug 2026
Practical Completion	Aug 2028
Completion of Defects	Aug 2029

Table 6 - Key Milestones

5.3 Benefits delivery

Benefits for this scheme will be measured via the below key performance indicators:

1. Delivery of Extra Care residential units (Nr)
2. Delivery of new health space (Social Care)

WDM will review the impacts and delivery against both the consented and Option 2 throughout the process.

5.4 Risk management

Risks will be reviewed and managed using a standard risk matrix. The initial risks identified and their mitigations at this stage have been provided in **Error! Reference source not found..**

Risks

- Sustainability Standards i.e. impending Future Homes Standard – The extant planning application contained limited Sustainability standards or design information. If NCZ is to be sought, then an uplift on build costs of 8% is forecast in addition to the figures included within this report. This has been mitigated through discussions with Jacqui Warren. The scheme includes additional PV and will be consented prior to any more onerous standards are statutory.
- Acquisition of the Site – It is our understanding that the acquisition under CPO is finalised.
- Rights to Light – The schemes have the potential to evoke further rights to lights claims. This will be mitigated using Planning Appropriation rights post consent. WDM and SRO to instigate through cabinet.
- Construction market costs – As with any project inflation is a key consideration. £1.48m has been allowed within the cost plan to protect the scheme around this.
- Planning – Currently being determined so still at risk. The key considerations are height and DLSL although the scheme outperforms the consented scheme.
- Secured Grant – The scheme is in a fortunate position of having secured multiple grants, a key risk will be securing extensions to this funding, several of which have already lapsed.

- Unsecured Grant – All of the appraisals assume AHP grant from Homes England to bolster the affordable homes delivery. A bi will need to be submitted by the SO for this, which cannot be confirmed until consideration by Homes England.
- Additional Subsidy – Both options assume additional subsidy from the Council. This is most likely through existing capital programmes or grant pots but will need to be finalised.
- Car parking is limited and as such any scheme will be subject to review by the LPA and highways.

Opportunities

- Rent values – A rent of £20.00 ft² has been assumed for the day care centre compared to the consultant recommendations of circa £23ft².
- Additional residents providing revenue to the local economy throughout the year. – Residential units will yield both council tax at £1,488 to £1,736.66 per property per annum and have a wider economic benefit to the area through disposable incomes.
- Ability to regenerate the area.
- Potential to utilise Torbay Council's ability to raise Homes England AHP grant.
- Creating a new location with longevity for Hollacombe.
- Rights to Light – The scheme along with planning appropriation rights have the potential to mitigate any rights to light claims.

5.5 Resource requirements

In addition to the Regeneration Partnership resource, it is forecast that the below resource will be required to bring the scheme to the FBC stage.

Name	Title	Responsible for	Time requirement
Sam Irving	Head of Strategic Housing & Delivery	Budget Holder	<i>Weekly catch-up meetings, Strategic oversight. along with monthly reporting. Business case development</i>
Neil Edwards	Development Consultant	<i>Technical matters</i>	<i>Expected 0.5 days per week</i>
Paul Munro	Client project Manager	Project Oversight	<i>Responsible for project management and performance (4 to 7 hrs per week)</i>
Chris Bartlett	Senior Supplier	<i>Provision of project delivery resources</i>	<i>Strategic resourcing</i>

Table 7 - Resource

5.6 Communications & Stakeholder engagement

5.6.1 Communications plan

A communications and stakeholder group has been formed between WDM and Torbay Council consisting of comms officers and directors/SRO from both parties. This group will establish a strategy and implement accordingly.

In addition, allowance has been made for sufficient public consultation from a planning perspective.

5.6.2 Stakeholder engagement

Name	Title	Responsible for	Time requirement
Nigel Mills	Regeneration Manager	Project monitoring for Towns Deal funding	Monthly Regen Partnership Board reports

Adult Social Care	Various	ECH/Day Care centre delivery	Project Board Minutes
Policial party members		delivery alignment with political policy	Monthly members briefings and CGB highlight reports

Table 3 – Key Stakeholders

5.7 Equality 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 D**Error! Reference source not found.****Error! Reference source not found..**

Appendix A. Development Appraisal Extracts

E - Total Scheme Costs

Appraisal	Social Rent	Day Care Centre				
	Total	Average per unit (92)	Average per person (205)	Average per m² (8454.773)	% of Market Sales Value	% of Total Scheme Cost
Acquisition	2,606,489	28,331	12,715	308	14.56%	5.20%
Works	38,370,871	417,075	187,175	4,538	214.27%	76.54%
Acquisition & Works	40,977,360	445,406	199,890	4,847	228.83%	81.74%
Fees	4,691,417	50,994	22,885	555	26.20%	9.36%
Other Costs	4,461,000	48,489	21,761	528	24.91%	8.90%
Interest Costs	0	0	0	0	0.00%	0.00%
Fees, Other & Interest	9,152,417	99,483	44,646	1,083	51.11%	18.26%
Total	50,129,777	544,889	244,535	5,929	279.94%	100.00%
Subsidy	34,293,373	372,754	167,285	4,056	191.50%	68.41%
MSV	17,907,500	194,647	87,354	2,118	100.00%	35.72%
Month 1 Sales	0	0	0	0	0.00%	0.00%
Opening Loan	15,836,404	172,135	77,251	1,873	88.43%	31.59%
Offset Sales	0	0	0	0	0.00%	0.00%
Year 1 Net Rent	718,992	7,815	3,507	85	4.02%	1.43%

Tab D – ProVal Development cashflow

Development Cashflow Forecast																										
Please select a cashflow: Crossways ECH, AH, SEND (Optio																										
	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51
Opening loan																										
▶ Capital	-686,829	3,663,364	-23,939,159	1,187,966	-28,390																					
▶ Revenue				63,299	13,260	30,530	48,349	66,736	72,055	56,635	38,667	19,836	111	28,412	40,526	50,959	61,597	72,452	106,429	119,802	131,319	143,067	155,053	192,563	207,329	220,049
▼ Indicators																										
▶ Net Rent				659,076	734,395	751,680	769,499	787,886	793,204	777,784	759,816	740,986	721,260	749,561	761,675	772,108	782,747	793,602	827,578	840,952	852,468	864,216	876,203	913,712	928,479	941,198
Rent, rcpts & interest				63,299	13,260	30,530	48,349	66,736	72,055	56,635	38,667	19,836	111	28,412	40,526	50,959	61,597	72,452	106,429	119,802	131,319	143,067	155,053	192,563	207,329	220,049
Interest cover				99.9%	102.0%	104.4%	106.9%	109.5%	110.0%	107.7%	105.2%	102.5%	99.8%	104.3%	105.7%	107.2%	108.7%	110.2%	115.2%	116.7%	118.3%	120.0%	121.6%	127.2%	128.9%	130.7%
X-Subsidy																										
Handovers				15,808,014	28,390																					
Post Dev CF excl loan				2,579,645	13,260	30,530	48,349	66,736	72,055	56,635	38,667	19,836	111	28,412	40,526	50,959	61,597	72,452	106,429	119,802	131,319	143,067	155,053	192,563	207,329	220,049
Post Dev CF				2,520,561	13,260	30,530	48,349	66,736	72,055	56,635	38,667	19,836	111	28,412	40,526	50,959	61,597	72,452	106,429	119,802	131,319	143,067	155,053	192,563	207,329	220,049
Cumulative Post Dev CF				2,520,561	2,533,821	2,564,352	2,612,701	2,679,437	2,751,492	2,808,127	2,846,793	2,866,630	2,866,740	2,895,152	2,935,678	2,986,637	3,048,234	3,120,686	3,227,115	3,346,917	3,478,236	3,621,303	3,776,356	3,968,919	4,176,249	4,396,298
Financial Forensics																										
Opening LT Loan Balance					-15,748,930	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320
Closing LT Loan Balance				-15,748,930	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320
Opening Dev. Loan Balance	3,966,643	3,279,815	6,943,179	-16,995,980																						
Closing Dev. Loan Balance	3,279,815	6,943,179	-16,995,980																							
Minimum Loan Repayment				654,861	721,134	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149
Available Loan Repayment				654,861	721,134	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149
Other Receipts																										
Sales																										
Surplus					12,205	30,530	48,349	66,736	72,055	56,635	38,667	19,836	1,522	28,540	40,526	50,959	61,597	72,452	106,429	119,802	131,319	143,067	155,053	192,563	207,329	220,049
Deficit				15,803,799	27,334								1,411	128												
Loan repayment				654,861	721,134	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149	721,149
Closing loan			-16,995,980	-15,748,930	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320	-15,777,320

Appendix B. Project Risks

Risks will be reviewed and managed using a standard risk matrix. The initial risks identified and their mitigations at this stage have been provided in **Error! Reference source not found.**.

We have been working with the wider team to develop the key risks for the scheme. We have taken the approach of utilising a list of succinct risks and opportunities to ensure the relevant attention can be paid to close out risk or realise the opportunity.

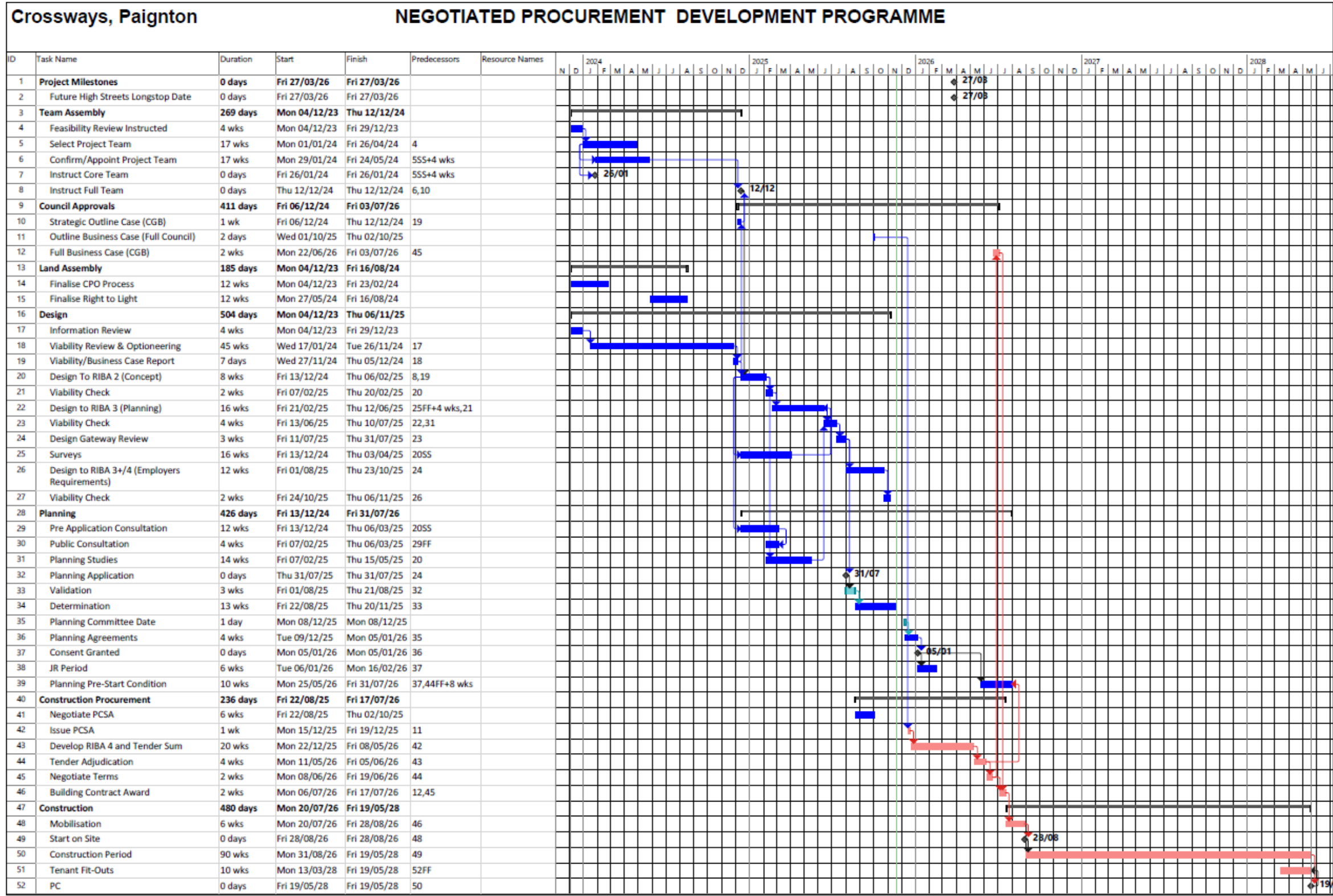
Risks

- Sustainability Standards i.e. impending Future Homes Standard – The extant planning application contained limited Sustainability standards or design information. If NCZ is to be sought, then an uplift on build costs of 8% is forecast in addition to the figures included within this report.
- Acquisition of the Site – It is our understanding that the acquisition under CPO has been finalised, and no further costs will be incurred.
- Rights to Light – A number of the schemes have the potential to evoke further rights to lights claims. The team will work with cabinet to utilise Planning Appropriation rights at the correct time. This will mitigate against injunction and potential costs.
- Construction market costs – As with any project inflation is a key consideration. £1.48m has been allowed within the cost plan to protect the scheme around this.
- Planning – Currently being determined. Main considerations at this time are height and DLSL.
- Secured Grant – The scheme is in a fortunate position of having secured multiple grants, a key risk will be securing extensions to this funding, a number of which have already lapsed.
- Unsecured Grant – All of the appraisals assume AHP grant from Homes England to bolster the affordable homes delivery. We are currently awaiting announcement of application details of the new programme so funding may be at risk.
- Additional Subsidy – Both options assume additional subsidy from the Council. This is most likely through existing capital programmes or grant pots but will need to be finalised.
- Car parking is limited and as such any scheme will be subject to review by the LPA and highways.

Opportunities

- Rent values – A rent of £20.00 ft2 has been assumed for the day care centre compared to the consultant recommendations of circa £23ft2.
- Additional residents providing revenue to the local economy throughout the year. – Residential units will yield both council tax at £1,488 to £1,736.66 per property per annum and have a wider economic benefit to the area through disposable incomes.
- Ability to regenerate the area.
- Potential to utilise Torbay Councils ability to raise Homes England AHP grant.
- Creating a new location with longevity for Hollacombe.
- Rights to Light – A number of the schemes have the potential to mitigate any rights to lights claims. The team will work with cabinet to utilise Planning Appropriation rights at the correct time. This will mitigate against injunction and potential costs.

Appendix C. Project Schedule



Appendix D. 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. There are 139,479 people in Torbay (ONS Mid-Year Estimate 2022), and 1 in 4 are aged 65 or over (36,612 people, or 27%) which is higher compared to across England (where the 65s and over make up 18%). By 2043, it is estimated that over one in three (34%) of Torbay's population will be aged 65 years and over (52,033), compared to 24% across England.	This purpose-built accommodation will reduce the need to go into a residential care home when residents' care needs increase. Extra care housing comprises of self-contained homes with design features and support services to enable independent living. Communal facilities like a shared lounge will provide opportunities for social interaction and help combat social isolation, a long-standing challenge for aging populations. This housing is limited to those aged 55+ to provide vital accommodation in an area where this is a higher-than-average older population. The Scheme complements the aims of Adult Social Care to support people to live independently and with dignity where possible.	Consideration during the design process is required to creating a space that meets service user needs, is fully accessible and is a welcoming and inclusive environment. The importance of non-institutional design has been emphasised throughout the design process, avoiding clinical aesthetics, promoting a sense of dignity and home.	WDM - Ongoing
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. 4.8% of over 5's within Torbay were identified as carers in the 2021 survey.	The Extra Care Scheme may provide relief and relive some carers of their caring responsibilities, supporting their wellbeing.	Not applicable	WDM – Housing Delivery Team
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. The Torbay Joint Strategic Needs Assessment highlights that two-thirds of adults aged over 65 are expected to be living with multiple health conditions (multi-morbidity) by 2035. Seventeen percent would be living with four or more diseases, double the number in 2015. One-third of these people would have a mental illness like dementia or depression	Extra Care Housing supports a range of residents. Some may have a disability, and or physical/ mental health needs. The residence supports people to live independently in extra care housing but with additional on-site support. The level of support available can be tailored to meet the needs of the resident, meaning that the model is more flexible than domiciliary care. The Extra Care scheme is naturally designed for people with physical disability and mental health needs. The design of the building will be accessible and have level access and lift provisions. This will sit alongside thoughtful design which will promote wellbeing and amenity spaces suitable for mobility equipment. Additionally, an inclusive design has been considered for neurodivergent residents, with consideration given to colour palates and other interior qualities.	Consideration during the design process is required to creating a space that meets service user needs, is fully accessible and is a welcoming and inclusive environment. The scheme complies with the M4 (2) and M4(3) optional standards, which outlines space requirements and accessibility items for dwellings. These standards ensure the provisions provided are suitable for users with wheelchairs and reduced mobility. The project team accompanied the architect PRP to view existing extra care facilities with Barnet Council. Viewing these operational facilities, it assisted in further understanding the complex needs of the end user and what spaces work for them in practice. Particular focus on dementia friendly design, using colour coded floors and personalised objects to assist in navigation of the building.	WDM - Ongoing
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 adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity.	Not applicable	WDM – Ongoing
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.	There will be a range of mix of apartment sizes which will cater for single and multiple occupancy homes with varying living arrangements.	Not applicable	WDM – Housing Delivery Team

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.	No adverse impacts are expected.	Not applicable	Not applicable
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 ethnic individuals are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.	No adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity.	Not applicable	Housing Delivery Team
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	No adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity.	Not applicable	Housing Delivery Team
Sex	51.3% of Torbay’s population are female and 48.7% are male	No adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity.	Not applicable	Housing Delivery Team
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 adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity. The British Attitude Survey highlights that 67% of people think a relationship between two people of the same sex is never wrong, compared to 17% in 1983. However, the reports suggest that the figure decreases for those in older population groups. The above staff training and understanding of discrimination will assist management.	Not applicable	Housing Delivery Team
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 adverse impacts are anticipated. Staff will receive training to ensure that they treat all residents and colleagues with respect and dignity.	The design team includes ex-armed forces and reservists; their input has been part of the design process.	Housing Delivery Team
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)	Torbay’s economy is ranked among the weakest in England. Average wages continue to be significantly below the regional and national average with less of the population in full-time employment than England.	The Scheme provides affordable housing across various tenures along with Adult Social Care provision.	The extra care scheme will be creating management jobs, and the Holcombe facility will retain the staff numbers.	Housing Delivery Team
Public Health impacts (Including impacts on the general health of the population of Torbay)		Pollution	The scheme has reduced parking provisions and thus reducing pollution in the area and promoting increased amenity space in the scheme. Nearby bus stop also promotes sustainable travel, supporting access to the community.	WD - Ongoing
Human Rights impacts		No human rights impacts are anticipated. Residents will have an ASC assessment in line with best practice where required.	Not applicable	Not applicable
Child Friendly	Torbay Council is a Child Friendly Council, and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	No adverse impacts are anticipated. This scheme is specifically designed for those aged 55 and over to support ASC service delivery.	Not applicable	Housing Delivery Team

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.	Accessibility and visual impacts.	Extra Care scheme naturally designed for 55+ demographics will have suitable level access and lift provisions along with amenity spaces suitable for mobility equipment.	WDM - Ongoing
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.	Cost of living and affordability of housing.	Equitable housing and potential to provide relief and mitigation to carers responsibilities.	WDM – Housing Delivery Team
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.	Accessibility and visual impacts.	Extra Care scheme naturally designed for demographics with physical and mental needs, will have suitable level access and lift provisions along with amenity spaces suitable for mobility equipment.	WDM - Ongoing
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.	Accessibility	Spaces will be designed to be sympathetic with a multitude of demographics and needs.	WDM – Ongoing
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.	Access to suitable housing.	Mix of apartment sizes to cater for single and multiple occupancy.	WDM – Housing Delivery Team
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.			
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 ethnic individuals are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.	Accessibility	Agnostic letting strategy.	Housing Delivery Team
Religion and belief	64.8% of Torbay residents who stated that they have a religion in the 2021 census.	Accessibility	Agnostic letting strategy.	Housing Delivery Team
Sex	51.3% of Torbay’s population are female and 48.7% are male	Accessibility	Agnostic letting strategy.	Housing Delivery Team
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.	Accessibility	Agnostic letting strategy.	Housing Delivery Team
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.	Accessibility	Agnostic letting strategy.	Housing Delivery Team
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)		Access to services	Scheme provides affordable housing across various tenures along with Adult Social Care provision.	Housing Delivery Team
Public Health impacts (Including impacts on the general health of the population of Torbay)		Pollution	Scheme reduced parking requirements and thus reducing pollution in the area. Will be delivered to high sustainability requirements.	WD - Ongoing
Human Rights impacts				
Child Friendly	Torbay Council is a Child Friendly Council, and all staff and Councillors are Corporate Parents and have a responsibility towards cared for and care experienced children and young people.	Access to services	Scheme provides affordable housing across various tenures along with Adult Social Care provision.	Housing Delivery Team

Appendix E. Economic Case (Hardisty Jones)