

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Friday, 20 January 2012

commencing at **9.30 am**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Committee

Councillor Thomas (J) (Chairman)

Councillor Barnby
Councillor Bent
Councillor Butt
Councillor Darling (Vice-Chair)
Councillor Kingscote

Councillor Parrott
Councillor Pentney
Councillor Pountney
Councillor Tyerman

Co-opted Members of the Board

Penny Burnside, Diocese of Exeter

Our vision is working for a healthy, prosperous and happy Bay

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

James Dearling, Town Hall, Castle Circus, Torquay, TQ1 3DR
01803 207035

Email: scrutiny@torbay.gov.uk

OVERVIEW AND SCRUTINY BOARD AGENDA

1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Committee.

2. Declarations of Interest

(a) To receive declarations of personal interests in respect of items on this agenda.

For reference: Having declared their personal interest members and officers may remain in the meeting and speak (and, in the case of Members, vote on the matter in question). If the Member's interest only arises because they have been appointed to an outside body by the Council (or if the interest is as a member of another public body) then the interest need only be declared if the Member wishes to speak and/or vote on the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(b) To receive declarations of personal prejudicial interests in respect of items on this agenda.

For reference: A Member with a personal interest also has a prejudicial interest in that matter if a member of the public (with knowledge of the relevant facts) would reasonably regard the interest as so significant that it is likely to influence their judgement of the public interest. Where a Member has a personal prejudicial interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

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

3. Urgent Items

To consider any other items that the Chairman decides are urgent.

4. Capital Investment Plan 2012/13 to 2015/16

To discuss the Capital Investment Plan 2012/13 to 2015/16

(Pages 1 - 114)

5. Medium Term Financial Plan

To discuss the Medium Term Financial Plan

(Pages 115 - 126)



Clerk: June Gurry
Telephone: 01803 207013
E-mail address: democratic.services@torbay.gov.uk
Date: Thursday, 08 December 2011

Democratic Services
Town Hall
Castle Circus
Torquay
TQ1 3DR

Dear Member

COUNCIL - THURSDAY, 8 DECEMBER 2011

The attached document sets out the Mayor's Proposals for the Capital Investment Plan 2012/13 to 2015/16 prepared by the Chief Finance Officer for Six Week Public Consultation.

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Capital Investment Plan 2012/13 – 2015/16 incorporating:

Summary Capital Strategy 2012/13
Asset Management Plan 2012/13
Capital Investment Plan 2012/13 to 2015/16
Prudential Indicators 2012/13

The Mayor's Proposals prepared by the Chief Finance Officer for Six Week Public Consultation

Council – 8 December 2011

1. What we are trying to achieve

- 1.1 The Council uses both capital funding and assets on behalf of the public to improve the lives of communities who live and work in the bay, as well as improving and regenerating Torbay as a place. The resources are used to achieve the plans and aspirations for the Bay as expressed in the community and corporate plans and related strategies.

2. Next Steps

Overview & Scrutiny Board

- 2.1 That the Board review the attached Capital Investment Plan 2012/13 to 2015/16 and associated documents in relation to the Council's Capital and Asset Management Strategies for 2012/13 and make recommendations to the Mayor as appropriate.

Council – 1st February 2012

That Council approve:

- 2.2 the Summary Capital Strategy 2012/13 – attached as Appendix 1
- 2.3 the Asset Management Plan 2012/13 – attached as Appendix 2 & 3
- 2.4 the Capital Investment Plan 2012/13 to 2015/16 – attached as Appendix 4 & 5
- 2.4(a) the initial four year allocations of funding to schemes/services for planning purposes within the Capital Investment Plan 2012/13 to 2015/16.
- 2.4(b) the delegation of the approval of specific capital schemes within the approved Capital Investment plan in 2.4(a) above to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer.
- 2.5 the Prudential Indicators for 2012/13 – attached as Appendix 6

2.6 the Treasury Management Strategy 2012/13 including Annual Investment Strategy – attached as Appendix 7 (to follow)

2.6(a) that in line with Financial Regulations the Chief Finance Officer has delegated powers to take all decisions in relation to the Council's Treasury Management Activities

3. Key points and reasons for recommendations

3.1 These reports are being presented by the Mayor at Council on the 8th December 2012 as part of his budget proposals for 2012/13 and future years. These are available for scrutiny prior to the Mayor presenting his final budget proposals to Council in February 2012.

3.2 This report includes a number of reports that in previous years have been presented as separate reports. This report is the "sister" report to the Council's 2012/13 Revenue budget proposals also presented by the Mayor for scrutiny.

3.3 The report includes the capital and asset related reports of the Summary Capital Strategy 2012/13, Asset Management Plan 2012/13 and the Capital Investment Plan 2012/13 to 2015/16. These are required to be approved by Council as per Article four of the constitution on the Budget and Policy Framework. The detailed Capital Strategy that supports the Summary Capital Strategy is available on the Council's website.

3.4 To support both its capital and revenue activities Councils are required by Prudential Code (established by the Local Government Act 2003) to approve Prudential Indicators for 2012/13 in relation to the affordability of its investment plans.

3.5 In addition under the CIPFA Treasury Management Code of Practice (adopted by this Council in 2010) the Council is required to approve the Treasury Management Strategy 2012/13 including the Annual Investment Strategy. The Strategy will be considered by Audit Committee (as the Committee responsible for the scrutiny of Treasury management) on 22nd December 2011.

3.5 Appendices are:

Appendix 1 - Summary Capital Strategy 2012/13

Appendix 2 & 3 - Asset Management Plan 2012/13

Appendix 4 & 5 - Capital Investment Plan 2012/13 to 2015/16

Appendix 6 - Prudential Indicators 2012/13

Appendix 7 - Treasury Management Strategy 2012/13 including Annual Investment Strategy – to follow after Audit Committee 22/12/11

For more detailed information on the plans being presented please refer to the supporting information attached.

Paul Looby Chief Finance Officer

Contact Officer: **Martin Phillips**

☎ Telephone: **01803 207285**

✉ Email: **martin.phillips@torbay.gov.uk**



CORPORATE CAPITAL STRATEGY

SUMMARY VERSION

SEPTEMBER 2011 REVISION

DRAFT FOR CONSULTATION v 1.2

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Appendix 1 - Definition of Capital Expenditure

Produced By:

**Corporate Asset Management Team
Torbay Council,
Town Hall,
TORQUAY**

Contact Officer – Martin Phillips (Tel: 01803 207285)

1. Introduction

The Corporate Capital Strategy is the policy framework document that sets out the principles to be used as guidance in the allocation of capital investment in property across all the Council's services and informs decisions on capital spending priorities within the Council's 4-year Capital Plan Budget.

Capital investment is technically described as: ***Expenditure on the acquisition, creation, or enhancement of 'non current assets' i.e. items of land and property which have a useful life of more than 1 year.***

Most non current assets are properties that are used in service delivery. The Council's land, buildings and infrastructure asset base of some 1,500 properties has a current use Balance Sheet value of £330 million. (In addition the Council has an interest in assets held by Diocese and Foundation schools and assets of companies the Council has a financial interest such as TOR2 and the Economic Development Company).

Although the Strategy focuses on the Council's management of its own investment in assets, a wider view of capital investment throughout the bay by both the public and private sectors will have a major influence on meeting Council aims and objectives.

This Strategy has been revised in the light of the significant reductions in central government support for capital investment over the period of the Comprehensive Spending Review – 2011/12 to 2014/15 where it is estimated that there will be a 60% reduction in total capital spending in the public sector and the unringfencing of capital allocations. The Capital Strategy is presented to Council as a Policy Framework document, and links with the Treasury Management Strategy and the Corporate Asset Management Plan. Both documents are available from Council offices and on the Council's Website:

http://www.torbay.gov.uk/index/council/financial_services

The Capital Strategy sets out the guiding principles on the following elements:

- Approach to borrowing
- Grant allocation
- Capital Receipts
- Revenue Resources
- Prioritisation

In considering the principles, the Council needs a balance between guidance and prescription to allow a flexible and dynamic approach to be taken but reflective of times of uncertainty.

This document is a summary Strategy focusing on the key policies for the allocation of capital resources to schemes in line with Council priorities and statutory responsibilities. There is a more detailed Capital Strategy which both outlines the Council's policies in relation to the allocation and prioritisation of capital funds and, in addition, an overview of the Council's arrangements for the management of its

capital programme. This document is available on the Council's intranet site:

http://www.torbay.gov.uk/index/council/financial_services

2. Guiding Principles

2.1 Approach to Borrowing

The Council is able to borrow money on the money market or from the Public Works Loan Board. There is no longer additional revenue support from government for this kind of borrowing. The Council is only able to borrow within its borrowing ceiling.

The Council has traditionally taken a cautious approach to new borrowing, paying particular regard to the robustness of forward predictions of affordability, with the aim that projects should be self-funding (i.e. create a revenue stream so that the cost of borrowing is cost neutral on Council Tax). However, in recent years, there has been the need for borrowing that has no identifiable future revenue stream, for example, to repair assets such as Rock Walk. Here a broader view has been taken of the value of repairing the asset to the overall economy of the Bay. The cost of such borrowing falls on the tax payer through payments of debt interest on the Council's revenue account and repayment of debt over a specified period of time. Nevertheless, there may still be a need for such borrowing but each proposal should be reviewed on a case by case basis with the project evaluation clearly stating how the borrowing is to be afforded.

In addition, not only has the economic climate changed again in August 2011 the Council's Capital Plan has now been significantly revised with changes to a number of schemes to be funded from prudential borrowing. The Treasury Management Strategy needs to be updated to reflect the changing circumstances. Any opportunities that arise which are beneficial to the Council can be acted upon as part of the Chief Finance Officers' delegated powers

Recommendations

- (i) *The Council continue to consider prudential borrowing as an option to fund capital projects. Each project will be considered on its merit taking into account:*
 - *The requirements of the "Prudential Code" – including Authorised Borrowing Limits*
 - *Ability to repay both debt interest and loan principal (minimum revenue provision)*
 - *Ability to generate future income streams or cost savings*
 - *Where there is an economic value to the community that is wider than the Council (this should have a strong business case).*
- (ii) *The Treasury Management Strategy is reviewed to reflect current economic climate and be presented to the Audit Committee in December 2011 (as the Committee responsible for the scrutiny of Treasury Management activities).*

2.2 Grants

The Council receives capital grant funding from government and is able to bid for grant funding schemes directed to particular government priorities or from other grant awarding bodies.

The Council now has greater flexibility in allocating capital grant funding which allows the Council to direct funding to local priorities which may not be in line with government allocations which are, to some extent, based on local need.

Recommendations

- (i) *The Council allocates capital grant funding to projects in line with agreed priorities. Service intentions of the identified government body awarding the grant may be taken into account in determining allocations.*
- (ii) *The Council continues to bid for additional external funding but restricts schemes to those which support corporate priorities or statutory service objectives and where it can be proved that the project is sustainable, and requirements for match-funding and future revenue consequences have been considered and approved.*

2.3 Capital Receipts

The Council receives capital receipts and capital contributions from:

- Asset Disposals
- Right to Buy Clawback
- S106 Monies and Community Infrastructure Levy (CIL)

Asset Disposals

The current policy is to pool all receipts from the sale of surplus assets for recycling into the Capital Budget development for allocation in line with funding the Council's priorities.

The Council will consider exceptions to this policy where rationalisation of assets used for service delivery is undertaken and in respect of school sites where the Secretary of State has approved the disposal.

In considering asset disposals, the Council also needs to take into account the policy on Community Asset Transfers where the Council will consider, on a case by case basis, the potential transfer of land to an alternative provider after a full assessment of the long term (full life) risks and rewards of the transfer, including the achievement of best value, linked to the Council's aims and objectives

Right-to-Buy Clawback

The Council's policy of recycling 100% of these receipts into new affordable housing acknowledges the Council's role as strategic housing enabler by

providing some direct re-investment to replace the properties lost from the public sector through the Right-to-Buy system.

S106 monies and Community Infrastructure Levy

S106 monies come from developer contributions through the planning system. The current policy is to allocate monies to services in line with the planning agreements.

Any S106 monies received without a service allocation will be allocated in line with Council capital scheme priorities. Any monies received for infrastructure from the Community Infrastructure Levy (when introduced) will not be allocated to a specific service but will be allocated under the CIL arrangements in line with Council capital scheme priorities.

Recommendation

- (i) *No change to current policy on capital receipts and contributions.*
- (ii) *That any Community Infrastructure Levy for infrastructure works will be allocated under the CIL arrangements in line with Council capital scheme priorities.*

2.4 Revenue & Reserves

The Council is able to use revenue funding for capital schemes. However, as a result of competing budget pressures, the Council's policy is generally not to use Revenue money to directly fund capital projects.

Recommendation

- (i) *No change to current policy on revenue & reserves.*

2.5 Prioritisation

In the current economic climate it is even more important that the Council's capital programme provides value for money for the taxpayer and adds value to the local economy. Traditionally the Council's capital spend has been considered and recommendations made from the Capital Asset Management Team (CAMT) based on the requirement to allocate funding in line with Government requirements. These requirements have now been lifted but, government spending intentions as stated above, will still need to be considered.

It is always difficult to make choices between competing priorities within a top tier Council that delivers so many varied services. However, the time is right to review how projects become approved, evaluated and monitored to create a system that is more streamlined, simple to understand, help make difficult decisions easier. It will also be important to ensure sufficient flexibility to take advantage of any funding opportunities that may occur mid year or fill any gaps where slippage occurs.

Recommendations

- (i) *CAMT is requested to make proposals, in a **Capital Investment Review**, for*

the four year capital programme based on local priorities as follows:

- *Detailed for year one showing outcomes, impact on local economy (jobs and supply chain) milestones, borrowing requirement and debt repayment*
- *Indicative for years two, three, four of the capital plan*
- *Statement of four year funding plan showing known grant and anticipated other receipts.*

CAMT should prioritise taking into consideration:

- *Those projects already approved and need continued funding*
 - *The Council's Pledges*
 - *Any urgent health and safety requirements on major repairs.*
 - *Government intentions on grant allocation*
 - *Ability to stretch the funding by matching or investing in assets to lead to additional funding such as New Homes Bonus or CIL (providing it is linked to the Pledges)*
 - *Impact on service if works not undertaken*
 - *Impact on local economy in terms of sustainable job creation*
 - *Ability to deliver*
- (ii) *CAMT should review all projects that are in the Capital Programme but not yet started to consider whether they should still proceed.*
- (iii) *CAMT should propose a reserve list of projects that meet the priorities and could be delivered at short notice to take advantage of any in year slippage.*

2.6 Maximising Income Opportunities

There are a number of changes and potential changes in funding for Local Government in the future and the Council should ensure its Capital Plans reflect any opportunities to earn additional funding.

This to include:

- Community Infrastructure levy - (see 2.3 above)
- New Homes Bonus – linked to housing growth

As there is only a finite limit of the funding available from these sources it is important for the Council to be active in its plans. In particular due to the national funding arrangements for New Homes Bonus Grant, which will impact on Formula Grant allocations, there is a high risk that if the Council is not generating the housing growth to achieve this grant the Councils' overall funding will be reduced.

Appendix 1 - Definition of Capital Expenditure

Capital investment is simply described as:

Expenditure on the acquisition, creation or enhancement of “non current assets”

(non current assets are items of land & property which have a useful life of more than 1 year)

This definition of capital expenditure that the Council has to comply with for the classification and, therefore, the funding of capital expenditure is linked to International Financial Reporting Standards. “Qualifying Capital Expenditure” under s16 of Local Government Act 2003 is defined when:

“The expenditure results in the acquisition, construction or enhancement of fixed assets (tangible and intangible) in accordance with “proper practices””

“Proper Practice” (from 01/04/10) is under International Financial Reporting Standards (IFRS) rules. The relevant standard is IAS16 which has the following definition of capital expenditure:

“Expenses that are directly attributable to bringing an asset to the location and condition necessary for it to be capable of operating in the manner intended by management”.

“Directly attributable”. i.e if building a school – costs linked to the actual construction of the building, not temporary accommodation, moving people around etc. – i.e “What helps you build the building?”.

Subsequent Capital Expenditure on an asset is defined as:

“Expenses that make it probable that future economic benefits will flow to the authority and whose cost can be measured reliably” Subject to..... “if the expenditure is to replace a component, the old component must be capable of being written out of the balance sheet”.

Future economic benefits i.e it is not necessary for the expenditure to improve the condition of the asset beyond its previously assessed standard of performance – the measurement is against the actual standard of performance at the date of expenditure.



CORPORATE
ASSET MANAGEMENT PLAN
2012 to 2016

2011 REVISION

FOREWORD

The effective use of assets is a key factor in delivering to the community of Torbay the objectives and priorities they have set for the Council. This plan sets the agenda for us to achieve that by adopting the following guiding aim:

“The principle aim of an Asset Management Plan should be to ensure that the opportunity cost of financial resources tied up in land and buildings is minimised, and that capital and revenue expenditure on the portfolio is directed efficiently and effectively to provide value for money.”

The Council is fully committed to the principle of the most efficient use of assets and this document establishes the objectives, processes and actions that all Council Members and Officers will follow to achieve that aim.

.....
Mayor & Leader of Torbay Council
Gordon Oliver

.....
Torbay Council Chief Executive
Elizabeth Raikes

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- 2.0 Asset Management Practice Objectives and Principles
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- 6.0 Challenges and Opportunities

Appendices

- AM-A CPAMB and CAMT Terms of Reference
- AM-B SAMP Template
- AM-C Key Asset Management Performance Indicator Analysis
- AM-D Torbay Online Asset Database Extracts
- AM-E Property Strategy Action Plan (PSAP)
- AM-F Repairs and Maintenance Programme

EXECUTIVE SUMMARY

This Plan defines Torbay Council's Corporate Asset Management Strategy for the five-year period commencing April 2012 to 2016. It is reviewed annually.

Torbay Council has a considerable number of assets, which are not only essential to service delivery but underpin much of the Bay's economy. Unfortunately many of these assets are in poor condition and not fit for purpose. This plan sets out strategies to rationalise the number of assets, replace them where appropriate and improve the condition of those remaining.

The overarching objectives of the Corporate Asset Management Plan (CAMP) are to:

- Identify and explain the importance of effective Asset Management
- Identify and explain the best practice processes that need to be followed in order to deliver effective Corporate Asset Management with regard to best practice:
 - Audit Commission recommendations in their national publication "Room for Improvement"
 - The Governments Operational Efficiency Programme (Asset Management and Sales & Property)
 - RICS Public Sector (CLG) Asset Management Guidelines
 - RICS Local Authority Asset Management Best Practice Guidelines
- Identify the specific issues that currently affect Torbay Council's land and building assets and the ability of those assets to deliver the current Community and Corporate Plan objectives
- Identify strategies to address and resolve systemic backlog maintenance to reduce Category D and Priority 1 (Health and Safety) maintenance items by 2015.
- Integrate the objectives of the adopted Local Plan, the emerging Torbay Local Development Framework and the Torbay Economic Strategy with the Council's regeneration property objectives
- Link previously separate policies relating to Strategic Asset Management, Energy Efficiency, Carbon Reduction and the centrally funded Corporate Repairs and Maintenance programme
- Establish a Property Strategy Action Plan summarising the required actions arising from those recommendations
- To incorporate the Heritage Strategy and in particular the Action Plan

The plan is set out in six sections briefly summarised as follows.

1.0 Plan Context	Sets the CAMP within context of delivering the Council's vision and priorities
2.0 Asset Management Practice, Objectives & Principles	Defines the good practice aims, objectives and principles for the Council's use of assets
3.0 Organisation	Outlines the processes adopted by the Council
4.0 Consultation	Describes the processes adopted to ensure corporate asset management planning is correctly aligned to Community priorities
5.0 Performance Monitoring	Describes the processes for monitoring and reporting progress to the Council and Community
6.0 Challenges & Opportunities	Identifies the challenges and opportunities for Torbay Council's assets

1.0 PLAN CONTEXT

Torbay Council's vision is:

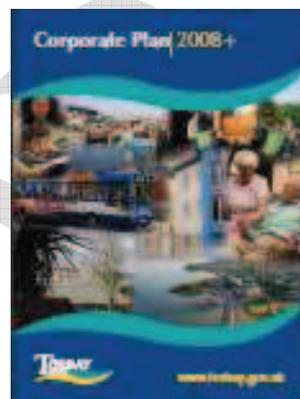
“Working for a healthy, prosperous and happy Bay”

The means of delivering this vision for the built environment has been developed by Torbay Council in consultation with the community and is defined within the Council's key strategic documents:

Torbay Community Plan – “Turning the Tide”
Torbay Council Corporate Plan 2008+
Torbay Economic Strategy 2010
Torbay Local Plan
Heritage Strategy
Geopark Management Plan
Biodiversity and Geodiversity Action Plan
Torbay Local Development Framework
Service Strategies

A relatively small number of major assets are in very poor condition but there is little prospect of funding the repair or renewal without accompanying enabling redevelopment e.g. Oldway Mansion. This plan outlines a generic approach to tackle the repair of these assets through engagement with the private sector.

The effective use of council owned assets can also help stimulate the economy and act as the catalyst for regeneration and house building. This Plan makes this link and contains plans to invest in the Local Authority Asset Backed Vehicle (LABV) a formal partnership between Sir Robert McAlpine, Deeley Freed and Torbay Council to develop key assets owned by the Local Authority.



All actions recommended within the Corporate Asset Management Plan strive to promote the use of assets in a way that positively assists the Council deliver the current Community and Corporate Plans and the following pledges:

- Sympathetic regeneration
- Boosting local employment
- A cleaner, greener, healthier Bay
- Expansion of our tourism and heritage offer
- A safer Bay
- Value for money
- Protecting vulnerable children and adults

2.0 ASSET MANAGEMENT PRACTICE, OBJECTIVES & PRINCIPLES

Best Practice in Asset Management

The efficient use of resources by Local Authorities is a specific Government requirement embodied in NI179 where Asset Management efficiencies can be measured.

The government have sponsored various reports which have been published in 2008/9 regarding best practise in asset management.

National Government has developed a Public Sector Operation Efficiency Programme (OEP) which has work strands on Property and Asset Management and Sales.

This was developed by the Audit Commission In their "Room for Improvement" document reviewing Asset Management practice in Local Government.

The culmination of this work is the publication by the RICS on behalf of CLG of Public Sector Asset Management Guidelines and Best Practice Guides for Local Government Asset Management.

It is pleasing to note that this Asset Management Plan reflects many of the key steps advised in those documents - although there is always room to strive for continuous improvement.

Service Objective

The Council's Best Value Performance Plan historically stated the overriding property objective applicable to all the Council's Services is:

"To hold property needed for service delivery that is fit for purpose in terms of condition, sufficiency, suitability and cost."

Regeneration Objectives

The Economic Strategy has been developed as a response to the challenging economic conditions within Torbay and looks to create the environment for investment from businesses and others to take the Bay forward. A number of physical regeneration opportunities are projects which sit on Council land. Torbay is therefore well placed to combine the economic prosperity ambitions of the Bay with its own corporate service property objectives. The new Torbay Economic Development Company and the Local Asset Backed Vehicle / JV which the TEDC has developed for the Council will be well placed to deliver this Commission.

Heritage

The 2004 Heritage strategy was developed to: "to protect our heritage and direct it towards economic social and environmental wellbeing of Torbay". The Council has a large number of Heritage Buildings within its portfolio and therefore there is appropriate regard to and priority given in planning asset management to those Council properties within the Built Heritage Action Plan. The Council through the Torbay Development Agency has updated this Heritage Strategy and the 2010 strategy will reinforce this message of protecting its heritage assets.

Asset Management Principles

To achieve these objectives, it is proposed that the Council manage the use of assets in a manner that adheres to the following guiding principles:

To manage assets strategically:

- To provide effective property solutions for service delivery using assets in a way that promotes not constrains service delivery
- Establish five year Service Asset Management Plans for all services, which address the property needs of the service
- Establish a Regeneration Plan that best utilises the council's assets to realise the combination of corporate and regenerative objectives
- Where possible utilise surplus land for Housing purposes, whereby a higher than planning policy level of affordable housing could be delivered in a range of formats to preserve as far as is possible the land value
- Provide a clear Corporate process for the Council to prioritise and endorse specific plans and initiatives
- Ensure appropriate technical resources are available to support the development and implementation of Council endorsed initiatives
- Ensure buildings are suitable, accessible and fit for the purpose they are used

To continuously maintain and improve assets:

- Maintain accurate records of elements in need of repair
- To consider the optimum utilisation of all assets whether operational or non operational
- Establish clear responsibilities for rectifying items of disrepair
- Establish clear responsibilities for addressing major replacement items
- Ensure appropriate technical resources are available to manage repair works
- Ensure major repair projects are procured to provide best value for money and in a manner that complies with Government regulations
- Ensure statutory obligations such as DDA, Asbestos and Water Hygiene are complied with

To release value and minimise cost:

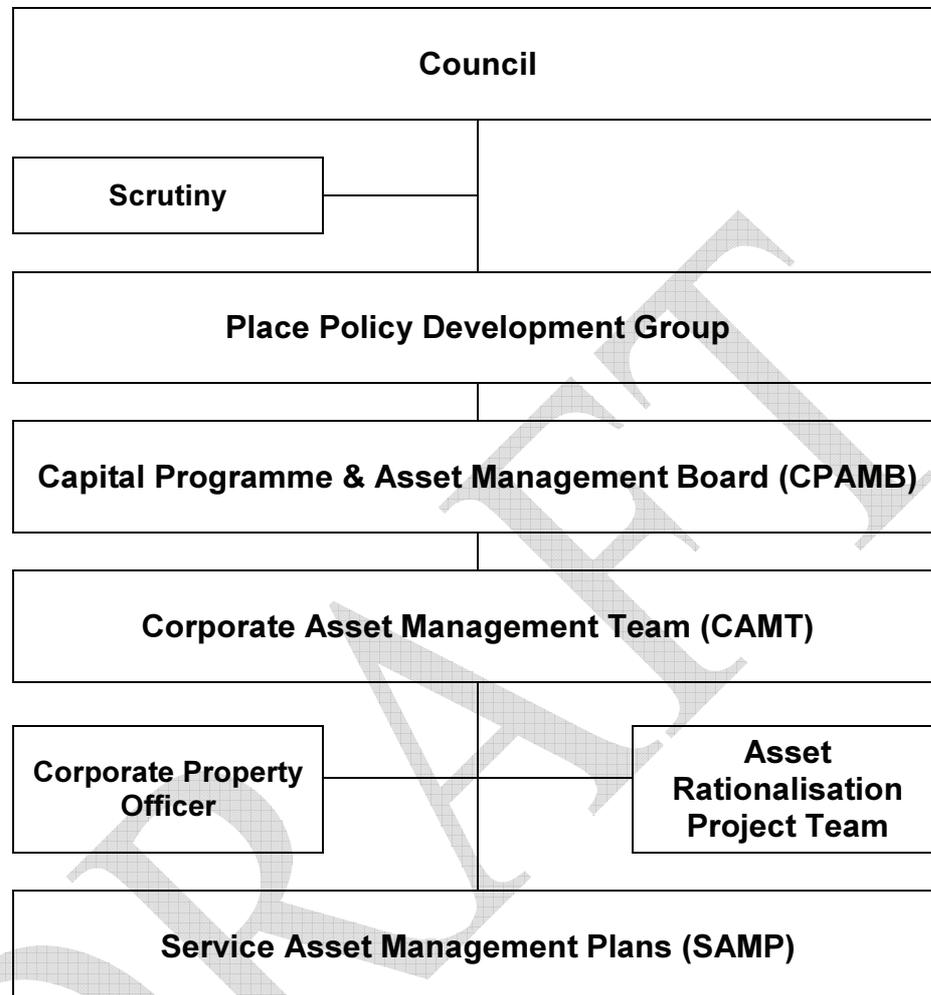
- Challenge and review the manner of use of assets
- Periodically review all assets to identify appropriate assets for alternative use or disposal
- Ensure the Council's disposal list is effectively implemented
- Ensure that non operational investment properties are performing
- Monitor running costs to target potential savings and implement more cost alternative solution
- Provide effective facilities management to assets, including energy efficiency and carbon reduction programmes

To provide accurate data for informed decision-making

- Develop improved information databases
- Ensure data is actively managed to remain accurate
- Establish protocols for the responsibility of updating data
- Ensure appropriate technical resources are available to carry out surveys to update data

3.0 ORGANISATION

Torbay Council has adopted the following processes and procedures for the delivery of Corporate Asset Management Planning.



Service Asset Management Plans (SAMP)

Formal SAMP's for all services for a five-year period have been developed and completed by services in 2010-11. A key action point for the Strategic Action Plan will be to use the outcomes to drive the current Corporate Asset Management Plan. This will provide a fully integrated line of asset management planning and consultation from front line service delivery to corporate planning.

An example template of the formal SAMP's layout is attached at Appendix AM-B.

Corporate Property Officer (CPO)

The Chief Executive of the Torbay Development Agency is responsible for advising CAMT and CPAMB and managing the Council's overall Corporate Asset Management process. Professionally trained property officers within the Council's Asset Management Team provide support and expertise on Asset Management.

Corporate Asset Management Team (CAMT)

The team's prime function is to provide a forum to ensure that accommodation and asset issues are considered and dealt with in a manner that reflects the Council's corporate priorities.

CAMT comprises of Senior Council Officers from each Business Unit and Partner Public Sector Organisations, now including Devon & Cornwall Constabulary, Devon and Somerset Fire and Rescue Service and Torbay Care Trust. This should assist with Local Strategic Partnership targets and our Comprehensive Area Assessment.

The current organisation, membership and terms of reference are attached at Appendix AM-A. Tasks undertaken by CAMT include:

- To develop and evaluate proposals for change of use, alteration, development, acquisition or disposal of service delivery assets
- To prioritise and manage the maintenance of assets and compliance with statutory obligations such as DDA, asbestos and water hygiene
- To implement the Council's prioritisation process for Capital Expenditure
- To carry out yearly reviews of the Corporate Asset Management Plan and Capital Strategy

Council Members or the appropriate Senior Council Officers will ratify all recommendations prior to implementation.

Capital Programme & Asset Management Board (CPAMB)

The Board's prime function is to provide a method for ensuring Council Members are properly consulted in respect of all proposals and recommendations considered by CAMT. This Board also monitors the Capital Programme, the Torbay Development Agency Programme Manager reports to the board on progress of the projects, spend and budget monitoring. Several tools are in place to effectively monitor the Capital Programme and projects that have major variances from plan/budget are asked to provide exception reports. Projects that are over spent/over time have a Quality Review looking into reasons for the variance.

For current organisation, membership and terms of reference see Appendix AM-A.

Capital Strategy and Plan

The Council's Capital Strategy is dealt with in detail in a separate strategic plan. However, as the Capital Strategy and Asset Management Plan have such strong fundamental links both are dealt with through CAMT to ensure a common approach.

The purpose of the Capital Strategy is to define the policies and processes adopted by Torbay Council in planning and delivering built environment capital expenditure on Community and Corporate Priorities. Key elements include:

- A prioritisation process for service bids for capital scheme funding
- A Four Year Capital Plan stating approved schemes and funding sources
- A Reserve List of capital schemes to be initiated when additional funding becomes available
- The process for performance monitoring of capital scheme delivery
- The sources and processes for funding the Capital Plan including receipts from disposals of assets
- The process by which Asset Management Plan objectives feed into the Capital Strategy

The Capital Strategy (Appendix B) should be referred to for further detail.

4.0 CONSULTATION

Consultation with the Community

The Corporate Asset Management Plan is set specifically in context of the Community Plan and Corporate Plan to ensure that all of the extensive consultation carried out by Torbay Council with the community of Torbay is reflected within it.

Consultation with Stakeholders and Services

Effective consultation with Stakeholders and Services is ensured in a number of ways.

CAMT Membership

All service Business Units are represented at CAMT through service representatives. The representatives have a clear mandate and role as follows:

- Highlight the role and aims of CAMT to all Business Units and Services within the service area
- Establish asset issues as a standing item on all management meetings within the services
- Collate any issues via the Business Unit Representative each month and present them to CAMT for consideration
- Feedback to all relevant Business Units or Services information from CAMT each month
- Provide any information on funding bid applications

Business Unit Business Plans

Each Business Unit sets yearly Business Plan that feeds into the Best Value Performance Plan. Guidelines on the preparation of business plans require the use of assets to be considered within the plan. Asset issues can then be identified by CAMT by a review of the plans and by referral by the CAMT representative. It is recognised that the Torbay Economic Development Company (TEDC) and Housing through the Employment & Regeneration programme along with other regeneration initiative will require use of assets to deliver their objectives.

Best Value Reviews

The guidelines for each Business Unit include a requirement to address the extent to which land and property can be used to improve service delivery.

Stakeholders

The CPO meets when appropriate with major Stakeholders to consult on asset issues potential disposals and specific project delivery. This includes consultation with the relevant Community Partnership. Any relevant issues are included on subsequent CAMT agendas.

5.0 PERFORMANCE MONITORING

Corporate Asset Management Monitoring

The overall progress and performance of the Corporate Asset Management Plan aims and objectives are monitored in of the following ways

- CAMT will review progress of major action points at each monthly meeting
- The Corporate Asset Management Plan will be reviewed by Council each year

Key Asset Management Performance Indicators

The following performance indicators have been adopted by the Council for use in asset management performance monitoring. These indicators have been developed by the property industry and approved by Government as follows:

PI1	Condition and Maintenance Indicators
PI2	Energy, Water Consumption and CO2 emissions
PI3	Suitability
PI4	Building Accessibility

The PI out-turns are reported to Council within the yearly review of the Corporate Asset Management Plan. The outcomes for 2010 to 2011 with comparison to previous years and comments on trends and specific issues is included attached at Appendix AM-C

Benchmarking

The Council is a member of the Institute of Public Finance (IPF) Asset Management Forum and regularly attends and participates in events. The Council is also a member of the National Best Value Benchmarking Scheme (NBVBS).

6.0 CHALLENGES AND OPPORTUNITIES

The asset portfolio is large, diverse in nature, includes large numbers of very low value assets and includes 65 listed buildings with restrictions on use.

There are a number of specific challenges listed below for Torbay Council's assets that arise from a combination of the Council's history, Community Plan and Corporate Plan objectives, proposed changes to service delivery and the nature & condition of the asset portfolio.

- 6.1 Regeneration and Housing
- 6.2 Suitability of Assets
- 6.3 Asset Rationalisation Project
- 6.4 Economic Development of Council Assets
- 6.5 Repair and Maintenance
- 6.6 Asbestos and water hygiene
- 6.7 Energy Management
- 6.8 Business Hub & Civic Hub
- 6.9 Data Management
- 6.10 Community and Shared Use
- 6.11 Tenanted Non Residential Properties

6.1 Regeneration and Housing

Where we are now

Since the launch of the New English Riviera economic regeneration study in 2008, over 300 ideas were put forward by the public and various organisations, which were prioritised and showcased in an accompanying Action Framework Plan, which won a Landscape Institute Award for Communication and Presentation in 2008. The launch event in February 2008 attracted national attention and considerable inward investment over the following years.

It is anticipated that further investment will flow from the delivery mechanisms established to support the New English Riviera study, such as the Local Authority Asset Backed Vehicle (LABV) a formal partnership between Sir Robert McAlpine, Deeley Freed and Torbay Council to develop key assets owned by the Local Authority.

The emphasis going forward will be to focus on an Employment & Regeneration programme that brings employment, new homes, offices, retail opportunities, business development, improved tourist facilities and public realm improvements to Torbay.

Actions to date

- Progression of the 'Planning for a successful Torbay' Strategy & the adoption of the Affordable Housing and Planning Contributions Supplementary Planning Document (part of the Torbay LDF)
- Preparation of Strategic Housing Land Availability Assessment (Baker Associates)
- Buildings Heights Strategy produced and released Jan 2011
- Competitive tender process undertaken for the Local Asset Backed Vehicle (LABV) partner
- Establishment the Torbay Economic Development Company (TEDC) including the role in affordable housing delivery
- Heritage Strategy 2011 produced showing how the Heritage Strategy can complement regeneration

Where we need to be

- Joined up and able to promote inward investment / regeneration projects
- Working to a business plan which promotes greater economic and regeneration activity using the council's land bank e.g. Asset's through a Local Asset Backed Vehicle (LABV)
- Working together including with the private sector to deliver Employment & Regeneration programme which will include Council assets
- Ensuring all investment in the Bay has regenerative benefits
- Ensure all projects are consistent with the Council's planning policy framework (Adopted Torbay Local Plan and emerging Local Development Framework)
- Ensure all projects consider the Heritage Strategy
- Ensuring maximum funding is secured from all possible public sector forms
- Promoting the new link road between Torquay and Penn Inn

Issues

- Considerable resources may continue to be required to deliver the stepped changes required
- Current state of the property market will delay progress on projects
- Public sector investment will be required to stimulate the market
- Public sector investment, particularly grant, is shrinking given the national financial picture, innovative solutions are required
- The LABV approach may provide opportunities to secure permissions and land assembly to create schemes ready for the next property market up cycle but the approach will require political support

Action Plan

Action	Target Date	Responsibility	Current Status
• Deliver an inward investment programme	Ongoing	TEDC	Ongoing
• Working with LABV partners to deliver a regeneration business plan	Ongoing	TEDC/ LABV partner	Ongoing
• Maintain rolling Employment & Regeneration programme	Ongoing	TEDC	Ongoing
• Deliver LABV partnership	Ongoing	TEDC/ JV partner	Ongoing
• Working with the Council/ colleagues to facilitate and encourage the link road implementation	Ongoing	TEDC / Torbay Council	Ongoing

Risks

- The Property Market
- Public Sector funding sources
- Human Resources – the right people for the right job
- Political support may waiver

Benefits

- A joined up regenerated Bay
- Public sector partnership & involvement through LABV delivery vehicle
- Improved economic prosperity for the Bay circa 2000+ jobs
- To increase supply of affordable homes for rent and shared ownership to meet the needs of local people
- Improved Corporate property values by raising and improving the economic profile of the Bay

6.2 Suitability of Assets

Where we are now

Torbay is a geographically diverse area with a highly transient population and limited economic resources. A wide variety of public services need to be provided requiring a wide variety of assets. The current asset portfolio was inherited from a number of sources when the authority gained unitary status in 1998. Under these circumstances maintaining suitable assets is extremely challenging and will remain a constantly ongoing task.

Actions to date

The Council has raised the importance of the need to change the use of assets through the CAMT process and the following actions have been implemented:

- Service Asset Management Plans have been developed for all services
- Opportunities for change of use are specifically considered cross service at CAMT
- A number of surplus assets have been disposed of or identified for disposal
- A review of assets with potential for affordable housing use has been carried out
- A comprehensive review of Cultural Services assets has been instigated
- Development of a five year rolling programme of condition surveys and a five year maintenance plan
- Suitability survey template established and completed by most services which then feeds into the Suitability Performance Indicator

Where we need to be

Torbay Council needs to develop the review of assets in a way that ensures:

- All assets are suited to the purpose for which they are used
- An effective means to constantly review and challenge the use of assets
- A review of the council's substantial portfolio of Tenanted Non Residential Property (TNRP) principally around the reasons for holding the assets. See Section 6.11 for further details
- Disposal of assets that are surplus to the Council's requirements

Issues

- Continuation of the Service Asset Management Plans and Suitability Surveys are essential to provide the background information required to develop a 5 year property plan and investment strategy. These will form the basis of a property review. The plans will be subject to a challenge process by CAMT
- There is now a data management system for Facilities Management and planned maintenance. The development and full utilisation of this programme will assist in rolling out a strategic review of the condition of the Council's assets
- The Disposal Programme is being progressed
- The Action Plan particularly in regard to service asset management plans is a comprehensive project which will require resources if it is to be delivered

Action Plan

Action	Target Date	Responsibility	Current Status
• Completion of all Service Asset Management Plans	Ongoing	CPO with service heads	100% Achieved. To be reviewed yearly by all Services
• Complete suitability surveys	Ongoing	Service users / CPO	Achieved
• Develop and fully utilise Planned Maintenance data	Ongoing	CPO	Ongoing
• Maintain 5-year rolling Maintenance Programme	Achieved	CPO / Project Management	Achieved and Ongoing
• Maintain rolling programme of Condition Surveys	Achieved	CPO / Project Management	Achieved and Ongoing
• Continue programme for asset disposal	Ongoing	CPO / Heads of Service	Ongoing

Risk

There is a high risk that without these actions to deliver a more structured and comprehensive approach opportunities for improvement and reduction in costs will be missed.

Benefits

The proposed strategy will deliver:

- A coordinated planning process from front line service delivery to corporate decision making
- Clear identification of areas requiring priority action
- Improved data and information to enable informed decision making
- A clear plan for the improved use of assets for all services linked to Council and Community priorities
- Better identification of surplus assets and potential capital receipts for funding priority schemes
- A direct benefit to all the Community and Corporate Plan Key Objectives

6.3 Asset Rationalisation Project

Where we are now

The further development of Torbay Online Asset Database (TOAD) has produced significant levels of data that has assisted in a comprehensive review of the Council's Assets. This initially identified circa 100 potential assets for disposal. These were all scored and reviewed for planning, ownership and valuation issues in order to produce a matrix and disposal programme and community consultation took place. In May 2008, a report went to Cabinet agreed that 36 were declared surplus, 5 will be retained and the Council will invite community interest for the possible transfer of 2 assets. A further 5 Assets were approved for disposal in July 2009 and another 5 in October 2010. Agents have been appointed to deliver the disposal programme and work is progressing. This process needs to be ongoing to ensure an annual review of further assets that can be sensibly disposed of where they are proven to have no operational or financial justification to be retained.

Actions to date

The Council has developed a working group to deliver the objectives and the following actions have been completed:

- Thirteen assets have been sold (September 2011) and a further 9 are under offer
- There have been total receipts of £2,391,000, a £323,500 saving on Repairs and Maintenance and further yearly savings of £33,800
- The sale of vacant sites has enabled the provision of 56 new residential units
- A Comprehensive Matrix Based Assessment of each asset including legal, planning and valuation matters
- Consultation on the possible disposal list to all elected Members, Community Partnerships, Brixham Town Council and Members of Public
- Community interest currently for the possible transfer of 9 assets
- The development and Member approval of a Community Asset Transfer Policy
- The appointment of an agent to lead the disposal programme
- Press advertisements and notices erected on sites inviting Community organisations to confirm/make an initial expression of interest in any of the confirmed disposal list of properties
- Generic Disposal Assessment procedure prepared and flowcharted

Where we need to be

Torbay Council needs to dispose of more non essential and poorly utilised assets to:

- Maintain efficiency
- To service the capital programme by bringing forward assets for disposal as the programme dictates
- To achieve wider regeneration objectives as appropriate
- Priority to disposal of assets that no longer have valid use or are not cost effective

Issues

- The number of potential assets for disposal present some considerable challenges to ready them for disposal - this is an intensive and time consuming project
- The current state of the property market may delay progress on sales
- If it is seen appropriate to obtain planning permissions prior to selling assets this will cause a delay
- Demand from services for assets which have been declared potentially surplus
- Future Government Legislation and Local Policies such as Local Development Orders to create enterprise areas

Action Plan

Action	Target Date	Responsibility	Current Status
• Regular review of assets for disposal	Ongoing	CPO with service heads	Ongoing
• Provide Interface with Internal Stakeholders	Ongoing	CPO with service heads	Ongoing
• Prepare Generic Disposal Assessment procedure	Achieved	CPO with service heads	Ongoing as requirements change
• Progress Community Asset Transfer Requests through Stage 2	Ongoing	CPO, Community Partnership Officer, Asset Panel Members	Ongoing
• Progress the Disposal Programme	Ongoing	Agents, Disposal Officer, CPO	Ongoing

Risks

- There is a high risk that without these actions and more resource, opportunities for driving value or delivering regeneration may be missed
- The Property Market
- There is a high risk that demand from services for assets will have an effect on receipts

Benefits

The proposed strategy will deliver:

- A coordinated process of disposals and asset rationalisation
- Assets from which to drive capital receipts
- Assets that can help the economic and social regeneration of the Bay

6.4 Economic Development of Council Assets

Where we are now

Torbay has limited economic resources and is heavily reliant on a narrow economic base with dominant sectors including hospitality and retail being primarily low pay and other large sectors facing challenges.

To rebalance the economy attracting new investment is essential and creating the physical environment for growth is important. Council assets therefore have a direct role in developing growth and should be developed in a way that supports that aim.

Further focus is required on how assets can stimulate wider economic activity for instance by using underused assets to support work and enterprise clubs, ensuring appropriate assets are transferred to the local community and that employment land is brought forward..

Actions to Date

The Council has recognised the impact of assets on developing the economy and the following actions have been implemented:

- The establishment of the Torbay Economic Development Company (TEDC) with a specific commission to create economic initiatives and develop and implement strategies including inward investment, the physical regeneration programme and the tourism strategy
- Development schemes to further improve Torquay harbour area and Torquay town centre
- A regeneration scheme for Brixham harbour area
- A regeneration scheme for Paignton town centre
- A new Innovations Centre providing business incubator units has been constructed in Torquay and further locations are being considered
- A new Paignton and Community library/advice centre

Where we need to be

Torbay Council needs to develop the use of assets in a way that delivers:

- A high quality holiday / tourism environment
- Attractive growth and relocation opportunities for new and existing businesses that supports delivery of the inward investment programme, new business and an increase in the business rate base for Torbay
- Business and employment opportunities for young local people to remain in Torbay
- Economic diversity
- Good working partnerships with community, voluntary and private sectors
- Improved retail environment
- Realistic opportunities for asset transfer
- The right infrastructure for growth in the marine and maritime sectors
- To bring forward service and employment land for future development

Issues

- There is a need to continue linkages and communication through the commissioned services to ensure a coordinated approach to development opportunities
- Disposal process needs to be co-ordinated with the economic development strategy
- The ongoing financial pressures facing the Council

Action Plan

Action	Target Date	Responsibility	Current Status
• Establish regular dialogue between services and TEDC	Immediate	CPO / TEDC	Ongoing process
• Progress Employment & Regeneration Programme through various delivery routes including the LABV for the portfolio of projects	15 – 20 year delivery programme	TEDC Programme Manager	Ongoing
• Develop planning application for Claylands site in Paignton for commercial use	Winter 2012/13	Council/TEDC	ongoing

Risk

There is a high risk that without these actions the economy of Torbay will stagnate and hinder delivery of the Council's Strategy.

That employment land designated elsewhere will be land banked or not developed quickly enough to respond to growth needs within the local economy.

Benefits

The proposed strategy will deliver:

- Assets that benefit economic growth wherever possible
- Partnership approaches to regeneration and development schemes
- Additional receipts to fund Corporate objectives
- Increased business rate income for the Council
- A direct benefit to the Community and Corporate Plan

6.5 Repair and Maintenance

Where we are now

Torbay Council has a significant and serious issue regarding the disrepair of assets in common with many other local authorities. Backlog repairs totalling £29.2 million (excluding schools) have currently been identified of which almost £12.4 million (excluding schools) are categorised as urgent (Priority 1). An additional repairs backlog of £9.7 million has been identified where the repairs responsibility is with Torbay Council's tenants. Expenditure on repairs totalled almost £1.5 million during 2010 to 2011 and the backlog will not be eradicated without additional activity. In excess of £10 million of additional areas of capital expenditure have been identified over the last 3 years. This is as a result of the improved data collected and as a result of TOAD becoming more comprehensive and areas such as piers and multi storey car parks amongst others being further investigated. This is not necessarily new repairs but repairs that have been outstanding for a long period of time and have now been formally identified and assessed.

Estimated backlog value presently excludes costs relating to major repairs at Torre Abbey (Phase 2), Sea Defences, some promenades and decorative lighting.

Actions to date

The Council continues to implement a repair programme to address disrepair that has succeeded in sustaining assets in a condition that has enabled continued service delivery. The following actions have been implemented:

- Expenditure is prioritised through an assessment system managed by CAMT
- Delivery of the repair programme is monitored at the bi-monthly property CAMT meetings
- A rolling record of outstanding repairs is updated by condition surveys carried out by the TEDC technical team. The data is kept within TOAD and is managed by CAMT
- The repair and maintenance budget and responsibility for expenditure has been centralised in the role of the Assistant Corporate Asset Manager
- A five year rolling Condition Survey programme is underway
- An imminent introduction of CAFM I.T. system to help record and set reminders for cyclical works following set life cycle predictions for building elements by the Assistant Corporate Asset Manager
- A four+ year Repair and Maintenance programme has been developed. This is attached at Appendix AM-F. The programme priorities and scores maintenance items to give the absolute priority items reflecting service delivery requirements
- A move to a 70:30 split between planned and reactive maintenance

Where we need to be

Torbay Council needs to continue implementing repair programmes and developing strategies to deliver:

- Year on year reduction in backlog repairs that will ultimately remedy the backlog
- A reduction in Category D /Priority 1 repairs by 2015
- Comprehensive and accurate data defining the current condition of all assets and data management to track all works
- Integration of schools maintenance programme
- A move to life cycle costing and the development of a long term planned maintenance programme
- Keep risk registers up to date

- In some instances there is no prospect of sufficient funding being made available to repair an asset. Solutions need to be developed linking to regeneration or asset rationalisation or private sector investment need to be considered, including the use of Prudential borrowing

Issues

- Based on current levels of R&M expenditure the overall backlog is increasing to such an extent that the Council's planned expenditure is not currently keeping place with inflation and whilst the overall backlog continues to deteriorate, some individual assets are deteriorating beyond repair
- The Council's total central Repairs and Maintenance expenditure (including schools) represents 1.2% of the Council's gross budget
- A budget increase is required if there is to be any meaningful progress in reducing backlog repairs
- Significant issues have been identified with areas such as Multi Storey Car Parks and piers amongst others
- In some instances other services are unilaterally commissioning repairs and maintenance e.g. Children's Services. Further service consolidation should improve efficiency and reduce overheads
- Data management has been significantly improved and is a very useful and integral management tool in the effective management of R&M

Action Plan

Action	Target Date	Responsibility	Current Status
• Develop and fully Utilise Planned Maintenance Data	Ongoing	CPO	Ongoing
• Maintain rolling programme for Condition Surveys	Achieved	CPO	Achieved and Ongoing
• Maintain four+ year rolling programme of prioritised R&M	Ongoing	CPO	Achieved and Ongoing

Risk

Whilst there is no immediate risk of failure of any particular asset there is a high risk that without these additional actions the current poor condition of assets will continue to deteriorate.

Benefits

The proposed strategy will deliver:

- A continual improvement in the condition of assets and service delivery
- Improved data and understanding regarding the condition of assets
- Best value for money procurement of remedial works complying with procurement regulations
- Effective project management of major works
- A reduction in the fall in value of assets due to deterioration in condition
- A direct benefit to all the Community and Corporate Plan Key Objectives

6.6 Asbestos/Water Hygiene

Where we are now

Torbay Council has many assets of an age, use and type of construction that results in the presence of asbestos within their construction. A Corporate Policy for Asbestos has been put in place in recognition of that and the need for effective data and control to avoid health risks. The aim of providing up to date and maintainable asbestos registers for all assets has been set and an implementation plan put in place. A Corporate Policy on water hygiene has been prepared. A Water Hygiene monitoring programme has been implemented. A Water Hygiene Risk Assessment of each asset has been completed and remedial works are in progress.

Actions to date

The Council has nominated a specific service team to take responsibility for asbestos and the following actions have been implemented:

- A formal Asbestos Policy outlining roles, responsibilities and action plans has been ratified by the Council
- A post to provide specific contact point for asbestos has been established and filled with a candidate with the required level of technical expertise
- An external partnership asbestos consultant has been appointed to provide the required level of technical expertise for fully detailed survey work
- A survey programme has been commissioned
- All corporate assets have now received a Type 2 asbestos survey and the reports are available on TOAD
- Assets which have incidences of asbestos containing materials are re-inspected upon an annual basis to check for possible deterioration of the asbestos which may be harmful to occupants and visitors
- Water Hygiene Draft Corporate Policy has been completed
- A Water Hygiene contract commenced 2008 ensuring that all corporate assets are monitored and maintained to help reduce the risk of an outbreak of Legionnaires disease in line with current legislation
- A Water Hygiene risk assessment has been completed upon the appropriate corporate assets before the end of the financial year 2010
- Bi-annual Water Hygiene risk assessments are in place
- Asbestos Report and Water Hygiene Reports have been integrated and made available from TOAD
- Asbestos reports have been made available to Service Heads and explained to building managers

Where we need to be

Torbay Council needs to continue implementing the structured action plan to deliver:

- Awareness of and compliance with the Council's Asbestos and Water Hygiene Policies

Issues

- Continuing the ongoing annual Asbestos inspections are required together with weekly and monthly water hygiene monitoring of assets.

Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> Introduce enhanced control and monitoring to ensure Contractors are aware of Asbestos issues 	Immediate	TOAD Administrator / Asbestos Officer	Achieved and Ongoing
<ul style="list-style-type: none"> Maintain rolling programme of re-inspection 	Achieved	CPO / Property Services	Achieved and Ongoing
<ul style="list-style-type: none"> Introduce a Water Hygiene Monitoring process with an approved contractor 	Achieved	CPO / Asset Management	Achieved and Ongoing
<ul style="list-style-type: none"> Introduce a bi-annual Risk Assessment of water systems 	Achieved	CPO / Asset Management	Achieved and Ongoing

Risk

There is a high risk that without these actions health and safety regulations will be breached resulting in health risks and the closure of assets.

Benefits

The proposed strategy will deliver:

- Improved data and understanding of assets
- Compliance with statutory requirements and duties of care
- Safe working environments for contractors carrying out works
- A direct benefit to the Community and Corporate Plan

6.7 Energy Management

Where we are now

Torbay Council spend on energy in the financial year 2010/2011 was £1.23 million (excluding schools), £0.13 million less than the previous year. The Council spend on water rose by £285,000 to £806,000 despite a 3% reduction in consumption.

Effective energy management will continue to reduce consumptions and lower emissions across Torbay Council's Corporate Estate, reducing costs to the tax payer. Torbay Council's Corporate Energy Management Strategy strives to promote the use of energy and water in a way that positively assists Torbay Council in delivering the priorities from the Corporate Plan.

Actions to date

- Torbay Council has recognised the matters of carbon management and associated topics with the production of the Corporate Energy Management Strategy
- Short listed carbon reducing projects being implemented and further projects being identified
- Salix fund of £280,000 85% spent, but being re-plenished by loan repayments. Managed by the Carbon Reduction Officer.
- Projects have achieved savings of £114,000 during the previous year which will continue into the future
- The Carbon Trust Standard was achieved which forms part of the early action metrics for the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme In addition automated meter reading has been rolled out across the major energy using sites of Torbay Council
- Voltage optimisation is to be installed in the Town Hall and the BMS (Building Management System) is to be installed into Tor Hill House to manage the working environment of the re-furnished offices.
- Signed up to the Collaborative Low Carbon Schools Service in partnership with the Carbon Trust

Where we need to be

Torbay Council needs to continue with the implementation of the structured action plan to deliver:

- Consumption reduction of 5% per annum
- Efficiency savings of £1,750,000 over 5 years
- Carbon emissions reduction of 20% over 5 years
- Identify and explain the objectives, importance and best practice processes of effective corporate energy management
- Identify the specific issues that currently affect Torbay Council's energy usage in buildings, street lighting and decorative lighting

Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> Reduce consumption by 5% per annum 	Ongoing	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> Deliver efficiency savings of £1,750,000 over 5 years 	March 2013	Corporate Energy Manager	Ongoing The Local Authority Carbon Management Plan has shown savings of £2million to Torbay Council for actual expenditure against the Business As Usual scenario in the first three years of operation.
<ul style="list-style-type: none"> Reduce carbon emissions by 20% over 5 years 	March 2013	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> Identify and explain the objectives, importance and best practice processes of effective energy management 	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> Identify the specific issues that currently affect Torbay Council's energy usage in buildings, street lighting and decorative lighting 	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> Assist fitting photo voltaic panels to corporate property to benefit from feed in tariffs 	March 2012	Senior Environmental Officer and Corporate Energy Manager	Ongoing

Risk

The activities that will deliver the year on year targets for the reduction of utilities costs and carbon emissions are set out in the Carbon Management Plan and the Climate Change Strategy. These can only be delivered with the cooperation of all the Council staff, together with top down support and 'buy in' from the Council management structure.

Benefits

The strategy will deliver:

- Reduced energy consumption
- Lower emissions
- Reduced costs

6.8 Office Rationalisation

Where we are now

In July 2010 the previous administration took the decision to scale back the civic hub project so that it was solely an office rationalisation project (ORP). At the same time a decision was also taken to de-couple the business hub project from the civic hub project and from that time the projects, whilst closely linked, have been separate schemes.

Since July 2010 the ORP team have been undertaking work to build a new business case so that the Authority can 'rationalise' the number of offices it occupies. A revised business case was developed following the change in administration in May 2011 with options about the way forward.

Nevertheless since July 2010 the project team have also been undertaking work, initiated by the original project team, to refurbish Tor Hill House so that the Authority can fit more staff into this building from October 2011 onwards.

Finally, the project team have also initiated and undertaken a sub-project to reduce the Authority's paper and non-paper storage requirements. Significant work has been done with service areas to reduce their in-house and external storage requirements. Alongside this work the team have worked closely with the Information Governance team to mitigate the risks around inappropriate data being stored incorrectly.

Actions to date

- Undertaken detailed research to gather baseline data to build a new business case
- Analysed data collected to build assumptions for new business case
- Produced business case which assumes Oldway is relinquished
- Produced business case which assumes Oldway is retained
- Completed phase 1 refurbishment of Tor Hill House with new space saving layouts and furniture
- Completed move of TEDC and portion of Children's Services to new floors in Tor Hill House
- Part way through phase 2 refurbishment of Tor Hill House – due to be complete October 2011
- Undertaken work to reduce the Authority's paper and no-paper storage requirements

Where we need to be

- Political direction is required about which business case is taken forward
- Phase 2 refurbishment of Tor Hill House needs to be complete by October 2011 so that subsequent moves of staff can take place

Action Plan

Action	Target Date	Responsibility	Current Status
• Refurbishment of Tor Hill House complete	October 2011	ORP Project Manager	Ongoing
• Political decision required on business case to be taken forward	September 2011	ORP Project Manager	Ongoing

Risk

If rigorous action is not pursued on the ORP then the Authority risks continued inefficient use of office space in its buildings and therefore significant savings are not being harvested. This risk is all the more serious when one considers that the costs of refurbishing Tor Hill House need to be met from savings made from ORP.

Benefits

- Efficient use of office accommodation
- Savings generated through the efficient use of office accommodation
- Authority possesses an office building in Tor Hill House which is an improved asset
- By undertaking some office moves service transformations can take place to improve service delivery e.g. Children's Services

6.9 Data Management

Where we are now

Torbay Council has inherited assets from several sources during development to unitary status in 1998 and has a large and diverse portfolio. Gathering consolidated and maintainable data has therefore proved challenging and underpins progress in many other areas. An option appraisal resulted in the development of the Torbay Online Asset Database (TOAD) being chosen as the best solution. This is a long-term and staged project addressing processes and IT development.

Actions to date

The Council has achieved significant progress in improving asset data systems and the following actions have been implemented:

- The central register of assets has been reviewed and fully reclassified to reflect the Council's existing structures
- Modules providing valuation, condition, lettings and DDA data have been developed and linked to the TOAD central register
- Facilities for attaching CAD plans, Asbestos Reports, Water Hygiene Reports, location plans and photographs have been developed and linked to the TOAD central register
- Formal protocols have been established for the entry and update of existing categories of data
- An operators manual and training programme has been completed
- The reporting module has been further developed
- Significant changes to the TOAD system have been completed to enable the system to manage the new International Financial Reporting Standards (IFRS) reporting requirements

Examples of TOAD data information screens are attached at Appendix AM-D.

Where we need to be

Torbay Council needs to continue implementing the structured action plan to deliver:

- Asset data that is comprehensive, accurate, maintainable and easily accessible
- Integration of data on Infrastructure Assets including Harbours, Highways and Bridges
- Asset data that can be readily realigned to changes in service delivery and partnering
- Linkages to risk management software
- A comprehensive Health and Safety module on TOAD

Issues

- IT to agree priority additions to fields on TOAD to accommodate the above
- Insurance module to be linked to TOAD
- There is still no electronic linkage of Risk Assessment survey data to TOAD

Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> Develop linkages between TOAD and Risk Management software 	Ongoing	CPO / TEDC	Achieved and project is ongoing
<ul style="list-style-type: none"> Complete Training manual and establish training programme 	Ongoing	TOAD Administrator	Achieved and training is ongoing as Modules develop
<ul style="list-style-type: none"> Continue to update and maintain the asset data 	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> Develop a linkage between MapInfo & TOAD 	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> Develop a Health and Safety Module 	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> Develop Insurance Module 	Ongoing	TOAD Administrator	Ongoing

Risk

There is a risk that without continuing these actions and without support from Commissioned Services asset data will become inaccurate and hard to access hindering effective analysis and decision making.

Benefits

The proposed strategy will deliver:

- Comprehensive asset data held at one source
- Ease of access to data for all relevant persons
- Asset data in a form that can be updated and maintained as a live and current record
- An enhanced ability to identify specific issues, excessive costs and inefficient use
- An enhanced ability to monitor and report performance
- A direct benefit to all the Community and Corporate Plan Key Objectives

6.10 Community and Shared Use

Where we are now

Torbay Council operates in partnership with many other organisations in delivering services to Torbay. The need for providing integrated services to the community results in shared use providing many advantages. Shared use also enhances the opportunity to use diverse assets in more suitable ways. The need and desire to use assets in a shared way will increase and provide opportunities for resolving other asset issues.

The Quirk Review looked at the clear benefits to local groups owning or managing community assets – such as community centres etc. The review is focused on how to optimise the community benefit to publicly owned assets by considering options for transfer of asset ownership and management to community groups. In response to the Quirk Review the Cabinet approved the Community Asset Transfer Policy on 27 May 2008 and the policy was enacted from August 2008.

Actions to date

The Council is pursuing a number of specific shared use initiatives and has implemented a number of actions as follows:

- The development of a joint community library and advice centre in Paignton in partnership with the Police, Age Concern and South Devon College who run the Adult and Community Learning Service
- Shared occupation of administrative buildings with the Torbay Care Trust
- Multi health and care teams located within Council and Health Trust properties
- Invitation and engagement of other Agencies to participate in the accommodation review
- Police and Fire Authorities & Primary Care Trust representation on CAMT
- Torbay has already been leasing assets to community based organisations for many years
- Invitations continue to be invited from Community Organisations to confirm/make an initial expression of interest in any of the confirmed disposal list of properties
- Torbay worked with the Development Trusts Association (DTA) through their Advancing Assets Programme to ensure best practise is adhered to in the new Community Asset Transfer process
- DTA identified a case study community asset transfer in Torbay which they assessed for submission to the Department for Communities and Local Government (DCLG)
- The Communities Team is currently working with 5 community groups on Stage 1 applications, and another 4 to develop business plans for their stage two Community Asset Transfer assessment
- Torbay is one of two national pilots working with Community Matters to deliver multiple asset transfers in Paignton Town Centre and Clifton with Maidenway
- Transfer of the Babbacombe Cliff Railway to friends of the Cliff Railway
- Lease of land at Hollicombe for use as a community garden following the successful stage 2 application under the Community Asset Transfer Policy process.

Where we need to be / Issues

Torbay Council needs to develop and implement strategies that deliver:

- Increased numbers of shared facilities both in Council and other ownership by working with other public sector partners
- Uses for existing Council assets that are better suited to purpose
- Closer partnership working relationships

- The identification of assets that can be offered to the community
- Sustainable transfer of assets to interested community groups
- To seek member approval for the freehold transfer of Brixham Town Hall (excluding the library and museum)

Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> • Identify new opportunities from Service Asset Management Plans 	Ongoing	Service heads / CAMT	Achieved and Ongoing
<ul style="list-style-type: none"> • CAMT to continue to monitor all partnership initiatives 	Ongoing	CAMT / Service heads	Achieved and Ongoing
<ul style="list-style-type: none"> • Review all stage two applications for Community Asset Transfer requests received in 2009 as a result of the Asset Rationalisation Project 	End December 2010	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> • Continue to work with all community groups at stages one and two of the asset transfer process 	Ongoing	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> • To continue the work of the Partnership Asset Management Steering Group with other Public Sector Partners on the Torbay Strategic Partnership to work together on a joint way forward to maximise the value of partnership assets and streamline related operational activities 	Ongoing	CPO / TEDC	Project is ongoing
<ul style="list-style-type: none"> • To work with Brixham Town Council concerning their request for the transfer of Brixham Town Hall 	April 2012	CPO, Community Asset Support Officer	Ongoing

Risk

There is a risk that without these continuing actions opportunities to maximise the potential for shared use will not be delivered. There has to be balance between the sale of assets for profit and transfer for social gain to benefit the community.

There is a risk that the other Public Sector Partners may not be committed to working together to look at the use of assets.

Benefits

The proposed strategy will deliver:

- Enhanced opportunities to identify and deliver shared use facilities
- Development of initiatives in line with Community and Corporate Objectives
- Additional resource to support local charities and organisations to effectively develop initiatives
- The transfer of assets to community organisations could see a reduction in the maintenance backlog
- In the cases where there are restrictive covenants on land or building it would be beneficial to transfer these to communities as the value of the land or buildings on the open market could be reduced due to the covenants

6.11 Tenanted Non Residential Properties

Torbay Council holds a variety of Tenanted Non-Residential Properties (TNRP) on which it has granted either leases or licences to third parties. These assets range from golf clubs, industrial sites, Quaywest Water Park to leases to sports clubs and other voluntary sector groups and licences to run donkey ride and ice cream concessions.

There are currently 727 leased assets and licences, which generate income of circa £2.6M per annum. The amount of income per agreement varies greatly with 49 assets generating an annual income in excess of £10,000 each and 64 generating an annual income between £5,000 & £9,999 each. The rest of the agreements are below these figures. The Gross Value of these leased assets and licences is £64,285,332

These assets are held either as investments or for service delivery / socio-economic purposes. The definition of investment assets is narrow (Cipfa regulations) with them being defined as assets which are used solely to earn rentals or for capital appreciation or both. For Torbay Council the Chief Accountant has taken the view that, unless there is strong evidence to the contrary, the assumption is that all council property is linked to a service objective e.g. regeneration, tourism etc. Examples of TNRP held as investment assets include Torquay Golf Club and Unit 3 Riviera Park, Torquay.

Actions to date

- The TEDC continues to manage the TNRP to maximise revenue and to minimise costs.
- The Council has commissioned condition, asbestos and water hygiene surveys on the TNRP with the tenants having been informed of the outcome.

Where we need to be

Torbay Council needs to develop and implement strategies to ensure that:

- The justification for holding the TNRP is linked to the corporate goals and objectives.
- The performance of the TNRP is reviewed to determine whether they should be retained or disposed of.
- A disposals policy is set up for the TNRP.

Issues

- To review the performance of TNRP it is useful to consider 3 fundamental questions:
 - Why are TNRP assets held?
 - How well are they performing in meeting the purposes for which they are held?
 - Are there better ways in which these purposes could be fulfilled?
- Need to determine criteria for measuring performance.
- Where held for socio-economic purposes the measurement of performance becomes more challenging as we are dealing with subjective judgements and because there is a need to link these purposes to the corporate goals and objectives.
- Need to consider other policies such as the Shoreline Management Plan to determine the long term options arising from climate change.

Risks

- Currently each TNRP asset is allocated to a particular service department, which assists with management issues and they receive the income. However this may give rise to a couple of risks when assessing the performance of the TNRP.
 - Depending upon the criteria set for measuring performance the perception from the service departments could be that their properties are performing well to protect their asset base.
 - The service department may be reluctant to agree that an under performing TNRP should be disposed of since they would lose the rental income from their revenue budget. Any capital receipt goes into the 'corporate pot' to fund the capital programme and may not necessarily be re-invested in the service department's assets.
- As part of the disposal policy there will be a need to consider the long term aspirations of the Council for the larger assets. For example, it may not be appropriate to dispose of an under-performing café within a park if it may be needed for a comprehensive re-development in the future.
- There may be public resistance to the disposal of TNRP.

Action Plan

Action	Target Date	Responsibility	Current Status
<ul style="list-style-type: none"> • To develop a strategy to review the performance of the TNRP. 	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> • To develop a TNRP Disposal Policy 	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> • To consider whether it is appropriate for a proportion of the proceeds from the sale of a TNRP to be re-invested in the service department. 	March 2013	CPO / Chief Finance Officer	Yet to start.

Risk

There is a risk that there are insufficient resources within the Asset Management Service of the TEDC to take this forward in the timescale.

Benefits

The strategy will bring clarity about why Torbay Council holds Tenanted Non-Residential Properties, which is essential to drive good performance and value for money in terms of investment and/or socio-economic outcomes.

Into The Future

The Strategy detailed above will be delivered and monitored by implementing the specific action points detailed. Delivery will be by the Torbay Economic Development Company.

It is accepted that the period of delivery may in some instances be long term and will inevitably be influenced by an ongoing and realistic assessment of available resources. However, the plan firmly defines the vision of how the Council will achieve a more effective use of assets and sets a firm commitment to retain the goals and actions until all are complete.

A number of significant achievements have already been secured and into the future there are many issues that are relevant to a successful Corporate Asset Management Plan. There are at this review 4 areas of particular importance:

- Improved and more effective data collection and analysis through TOAD will lead to a better understanding of the Council's Assets and it is most likely that this will identify further areas of prospective capital expenditure
- The continuing work of the TEDC will continue to create opportunities to make regenerative changes to the built environment and help stimulate the market.
- There will be increasing Government scrutiny of the Asset Management Function and a need to follow closely the asset management guidance that has been issued.
- If and when the Coalition Government's Localism Bill becomes law (possibly by April 2012) it may impact upon the resources within both the TEDC and the Council. The intention is that the Community Right to Buy will give the community the right to bid for assets when they come onto the market if they are deemed to be of community interest, such as local post offices or pubs. The Local Authority may be required to hold a register of such available assets, which will have been nominated by the community. The Local Authority will be responsible for setting the criteria under which a 'community asset' will be defined.

Appendix AM-A

Capital Programme and Asset Management Board (CPAMB) and Corporate Asset Management Team Terms of Reference

CAPITAL PROGRAMME AND ASSET MANAGEMENT BOARD (CPAMB)

Role and Responsibilities

The main roles and responsibilities of CPAMB are

- To provide strategic direction to CAMT
- To act as an initial political sounding board for CAMT on corporate property initiatives
- To consider recommendations from CAMT and determine courses of action for submission to Executive and Council on asset management and capital investment

Meeting Programme

Meeting Composition

The composition of the meeting combines representatives from the elected Council Members and Officers responsible for Corporate Policy and is currently as follows:

Elected Council Member Representatives:

The Mayor
The Deputy Mayor
Corporate Property Officer
Corporate Officer Representatives
Executive Head Finance
Chief Executive of the Torbay Development Agency

The composition of the meeting may be varied dependent upon specific agenda items.

Meeting Dates

Meetings will be arranged and held as required.

Agenda

An agenda will be circulated one week prior to each meeting.

Minutes

Minutes distributed to Group Members, COG and CAMT

CORPORATE ASSET MANAGEMENT TEAM (CAMT)

Role and Responsibilities

The remit and terms of reference for the Corporate Asset Management Team were defined within a Report to the Directors titled "Roles and Responsibilities for Corporate Asset Management and Property Issues" dated 27th March 2001.

- Provide the strategic focus for dealing with accommodation and property issues within the Council and provide the route through which property issues are considered corporately
- Develop and refine the Council's Asset Management Plan, as required by Central Government, to "optimise the utilisation of assets in terms of service benefits and financial return"
- Develop the Council's Capital Strategy in consultation with services and recommend the allocation of capital resources within the capital programme
- Consider and recommend courses of action to Heads of Service, Directors or CPAMB as appropriate
- Identify and make recommendations on proposed priorities for action/programme development
- Identify resources required to enable schemes or actions to be undertaken
- Identify and map property resources in Torbay and record suitability for function

Meeting Programme

Corporate Asset Management Team will meet six weekly with a joint agenda "Strategic Issues" and "Property Issues".

The subject matter and composition of the meeting is defined below.

Aim of Meeting

- To support / inform Capital Planning
- To share information between Council Services on Council assets
- To make decisions about property issues if within Officer Delegated Powers or to make recommendations to Capital Programme Monitoring Board (CPMB) if decision outside Officer Delegated Powers

Meeting Composition

The composition of the meeting combines representatives from all Directorates and Officers responsible for Corporate Policy and is currently as follows:

Corporate Representatives:

Corporate Property Officer (Chairman)
Executive Head Finance
Heads of Service as required

Directorate Representatives:

People
Environment
Operational Support

Partnership Organisation Representatives:

Torbay Care Trust
Devon & Cornwall Constabulary
Devon & Somerset Fire & Rescue

The composition of the meeting may be varied dependent upon specific agenda items.

Meeting Dates

Yearly meeting schedules will be circulated at the beginning of each calendar year and reminders will be sent by way of circulation of the agenda.

Minutes

Minutes distributed to Group Members, CPAMB and Director's Management Team

Strategic Agenda

An agenda will be circulated one week prior to each meeting.

The standard agenda headings are defined below.

- 1.0 Asset Rationalisation / Disposals Update
- 2.0 Capital Budget Update (Monitoring, Setting, Strategy)
- 3.0 Asset Management Update (AMP, Asset Register/TOAD)
- 4.0 Update on new external funding bids/projects
- 5.0 Update from Chief Executive of TEDC on strategic issues (e.g. LABV)

Property Agenda

An agenda will be circulated one week prior to each meeting.

The standard agenda headings are defined below.

- 1.0 Office moves update
- 2.0 Civic Hub update
- 3.0 Matters arising from CPMB, Transformation Board, Asset Rationalisation Board, JET & COG
- 4.0 Maintenance Programme / Asbestos Register / Legionella Update
- 5.0 Property Performance Indicators Update
- 6.0 Specific Asset / Property issues

Appendix AM-B

Service Asset Management Plan Template

1.0 Service Background and Outcomes

Brief bullet point summary outlining scope of services and key outcomes expected along with relevant comments from your service strategy.

2.0 Predicted Service Delivery Changes

Brief bullet point summary confirming possible future changes to service delivery, which are likely to have implications for service assets (acquisition, adaptation or disposal), together with likely timescales.

3.0 Scope of Service AMP

Does this SAMP cover all assets under your Business Unit / Service? If not, please confirm which ones and why not.

4.0 Identification of Current Property Portfolio

Provide a comprehensive list of current assets, responsible officers and asset functions and users.

5.0 Identification of Property Surveys

Identify (where relevant) dates for the following surveys:

- *Date of Condition Survey*
- *Date of DDA Survey (Public Access)*
- *Date of Water Hygiene Risk Assessment*
- *Date of Asbestos Survey*

6.0 Preferred Options & Action Plan

For each of the assets identified comment on the current position and what action if any is required to implement any required changes.

7.0 Implement Audit and Review

Table of specific actions required to improve service delivery, the priority rating and the date for review.

Appendix AM-C

Key Asset Management Performance Indicator Analysis (Including Schools)

Indicator	Description	Category	2009/10		2010/11		2011/12		2012/13		National Average (2009/10)	Comments
			Out-turn	Target	Out-turn	Target	Out-turn	Target	Out-turn	Target		
P11- 1A	% GIA that falls in each of the Condition Categories (A = Good, D = Bad)	A	2%	7%	2%	12%	18%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures				
			35%	56%	52%	61%	60%					
			32%	27%	32%	22%	19%					
			31%	10%	14%	5%	3%					
P12- 1Bi	Total Value of Backlog of Work (1 = Urgent, 3 = Desirable)	Priority 1 Priority 2 Priority 3	£4,225,448	5% reduction	£13,260,646	Not recorded	Further data has been captured and has had an impact on the 10/11 figures E.g. the backlog for Princess Gardens					
			£12,277,453		£10,194,109							
			£12,863,633		£9,629,691							
P13- 1Bii	Required Maintenance Cost as a % in Levels 1-3 (1 = Urgent, 3 = Desirable)	Operational 1 Operational 2 Operational 3	29%	35%	40%	30%	11%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures				
			38%	26%	31%	21%	45%					
			33%	39%	29%	49%	44%					
Indicator	Description	Category	2009/10		2010/11		2011/12		2012/13		National Average (2009/10)	Comments
Indicator	Description	Category	Out-turn	Target	Out-turn	Target	Out-turn	Target	Out-turn	Target		
P14A- 1Dii	Repair & Maintenance spend per m2		£4.70	£6.33	£6.03	£6.65	Targets based on 5% increase. Gross Internal Areas (GIA's) have been reviewed and this has impacted on the figures					
P14B- 2A	Energy cost per m2		£7.96	£6.90	£7.26	£6.55	Targets based on 5% reduction. GIA's have been reviewed and this has impacted on the figures					
P14C- 2B	Water costs per m2		£2.54	£3.11	£3.27	£2.95	Targets based on 5% reduction. Price rises and the acquisition of Tor Hill House have impacted on the figures					
P14D- 2C	CO2 emissions per m2 in tonnes		0.040	0.042	0.044	0.040	Targets based on 5% reduction					
P15 – 3Ci	% of properties where a suitability survey has been carried out within the last 5 years that are graded good or satisfactory		94%	95%	94%	96%	Targets based on 5% reduction					
P16- 4 BV156	% of public buildings which are DDA compliant		54%	54%	54%	54%	There is little prospect of exceeding the 54% out-turn given the nature of some of our buildings and the removal of the central DDA budget					

Appendix AM-D Extracts

Torbay Online Asset Database (TOAD)

Core Asset Data Tab

The screenshot shows the 'Core Asset Data Tab' for asset 13037 - Pearl Assurance House. The interface includes a navigation menu on the left with categories like 'Full List', 'Search', 'Favourites', 'Schools', and 'Exclusions etc.'. The main content area displays a table of asset details:

Field	Value	Field	Value
Address	101-107 Union Street	Asset Type	Operational
		Property Category	Other Land and Buildings
		Sub Category	Offices, Admin. Bldg & Land associated with
		Type	Building
		Year Built	0
Eastings	281438	Subject to a Condition Survey	Yes
Northings	64232		
Map Ref	26SW	Building manager	
OS Ref.		Contact Number	
Tierrier Ref.	0		
Deeds Ref.			
Land Registry Title Number			
TC Ownership	Leased	Holding Service Code	E1711
Directorate	Environment Commissioner		
Business Unit	Chief Executive Torbay Development Agency		
Service Area	Property	Manager Service Code	
Area	... Please see Area Tab		
Status	NOT ENTERED	UPRN	10002986652
Listed Building	No	NDR Value	0.0000
		Council Tax Band	
		Current Use	Council Office Accommodation
Acquired Date	07/02/2005	Disposal Date	
Acquired Cost	0.00	Disposal Price	0.00
Acquired Powers		Disposal Powers	
Vendor		Purchaser	
Buildings in Acq.	Yes	Buildings in Disp.	No
Purchasing Committee	Environment Services	Archive Date	

Floors Tab

The screenshot shows the 'Floors Tab' for asset 13037 - Pearl Assurance House. The interface displays a list of floors and their associated rooms. A pop-up window is open, showing details for a specific floor:

If any of this data needs updating, please contact toad@torbay.gov.uk

13037 - Pearl Assurance House

Floor

Name Office

Reference 008

Description

TOTAL NIA m2 6.10 **TOTAL NIA Sq Ft** 67.19

Notes

The floor list includes:

- 01 Ground Floor
 - Lobby & Stairs
- 02 First Floor
 - Communications
 - Disabled Toilet
 - Gents Toilets
 - Interview Room A
 - Interview Room B
 - Interview Room C
 - Kitchenette
 - Office
 - Reception
 - Stairs & Landing
 - Stairs & Landing
 - Store
- 03 Second Floor
 - Corridor
 - Kitchen
 - Ladies Toilets
 - Meeting Room
 - Office
 - Office
 - Office
 - Office
 - Stairs & Landing
 - Stairs & Landing
- 04 Third Floor
 - Store

Valuations Module

Torbay Online Assets Database - Version 2

Name: Pearl Assurance House
Reference: T3037

Unallocated	Land	Buildings	Plant and Machinery	Furniture and Equipment	External Works
T3037-UNALL	T3037-LAND	T3037-BULD	T3037-PLNT	T3037-FRNT	T3037-EXTW
[Table]	[Table]	[Table]	[Table]	[Table]	[Table]

	Historical Cost	Current Value
Gross Value:	0.00	0.00
Enhancements in Year:	0.00	0.00
Enhancements to Date:	0.00	0.00
Gross Cost:	0.00	0.00
Residual Value:	0.00	0.00
Depreciation this Year:	0.00	0.00
Depreciation to Date:	0.00	0.00
Impairment (LEB):	0.00	0.00
Impairment (LEB) to Date:	0.00	0.00
Impairment (PR):	0.00	0.00
Impairment (PR) to Date:	0.00	0.00
Disposal of Asset:	0.00	0.00
Net Value:	0.00	0.00

Instructions: To enter a specific components valuation click on the relevant screen above. If a screen is highlighted, it means data has been entered.

Condition Survey Module

Torbay Online Assets Database - Version 2

T3037- Pearl Assurance House

Block Name: Pearl Assurance House

Condition Date: True

Pricing Base Date: 17/05/2007

Surveyed by: Kendall Kingscott

Survey Date: 17/05/2007

Ref. Internal Area: T3037

Notes: Pearl Assurance House is a post war 3-storey building constructed of a concrete frame with brick cavity wall envelope and metal windows with stone/pre-cast concrete surrounds. The roof construction is flat off a concrete deck with felt coverings and lead detailing. The ground floor consists of retail outlet, Torbay Council occupy the upper floors on a leasehold basis.

Reports:

- View this Block
- View ALL Blocks for this Asset
- Show Archived Lines
- Tenants Report
- View Header
- View Sub Elements
- View Details
- Update Form

Summary Property Strategy Action Plan (PSAP)

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Suitable Assets Aligned to Service Delivery	Service Asset Management Plans	All Business Units or Services to have five year plans for continued use of assets	Planned and more efficient use of assets producing improved service delivery	CPO	CAMT, CPO, AR and Service Assets Representatives	Completion of all SAMPs and development of 5 year corporate plan. To be reviewed yearly.	Ongoing	Reviewed in CAMP yearly update
		Implementation of Service Asset Suitability Reviews	Asset use reviews completed for all services as part of SAMP process	Planned and more efficient use of assets producing improved service delivery	CPO	CAMT, CPO, AR and Service Assets Representatives	Completion of all surveys and development of 5 year plan	Ongoing	Reviewed in CAMP yearly update
		Implementation of specific DDA improvement works arising from survey work	Completion of identified physical improvement projects	Improved accessibility to the public	CPO	CAMT & Assistant Asset Manager	Completion of projects within agreed timescales	Annual	Reviewed in CAMP yearly update – currently on hold because the budget for DDA works was removed

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date deadline for target delivery	Description of how progress and performance will be assessed for each action
	Effective Repair and Maintenance	Implementation of reorganised R&M delivery process	Reduction of backlog maintenance	Improved service delivery from assets that are fit for use and publicly acceptable	CPO	CAMT, CPO, Finance, Service Asset Representatives	Delivery of 4+ year rolling programme and elimination of category D and C1 works within 5 years	Ongoing	Delivery report included in CAMP yearly update
		Implementation of five yearly rolling programme of condition surveys	All properties to have a condition survey within last five years	Improved understanding of condition and improved targeting of repair resources	CPO	CAMT, CPO, Finance, Property Services Group	100% completion rate	Ongoing	Delivery report included in CAMP yearly update
		Roll out of planned maintenance software	Improved FM response times and data management	Improved efficiency and potential cost savings. Improved data management	FM Manager and CPO	CPO, FM and IT	Roll Out of better planned maintenance	Ongoing	
		Completion of Asbestos Surveys	Complete asbestos register in place	Healthy and safe working environment and easy delivery of improvement & development works	CPO	CAMT, Property Services Group	Completion of Asbestos Surveys & re-inspections	Ongoing	Monitoring at CAMT. Delivery report included in CAMP yearly update
		Rolling review of non service & investment assets	Establish a clear policy for non service & investment assets	Planned development of these assets will maximise returns to fund Council Priorities	CPO & TEDC Business Manager Head of Asset Management	CAMT, Service Assets Representatives	To be undertaken annually	Ongoing	Review by CAMT. Report included in CAMP yearly update

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date and deadline for target delivery	Description of how progress and performance will be assessed for each action
	Economic Regeneration	Managed workspace and business incubation	Enhanced support for local Business with particular emphasis on the needs of start up companies	Improved economic performance and increased survival rate for start up businesses	TEDC commission	Regeneration	Funding Bids prepared project due for completion subject	Ongoing	Place Policy Development Group
		Employment and Regeneration programme	Circa £300m of regeneration development with circa 2000 jobs	Improve economic performance and GVA	TEDC commission (TEDC Programme Manager)	Regeneration Asset Management Planning Legal advisors Procurement	Completion of various projects within the programme i.e Brixham regeneration etc & the LABV	Ongoing 20 year programme	Place Policy Development Group
		Brixham Town Centre	New supermarket and other commercial and residential accommodation	Improved economic performance	TEDC commission	Regeneration Legal advisors	New facilities		Place Policy Development Group
	Integrated Disposals Programme	Implementation of an accelerated disposal programme	The disposal of appropriate Council owned sites for developments including affordable housing	Rationalisation of Property portfolio Reduced maintenance costs Increased capital programme Increased access to affordable housing	CPO and Service Heads	CAMT, CPO, Disposals Officer, Planning Service and Finance	Identified sites sold	Ongoing	Monitoring at CAMT and Place Policy Development Group. Delivery report included in CAMP yearly update

Ref	Objective	Key Action	Key Change/Goal	Benefit/Outcome for Stakeholders	Lead Officers	Key Resources	Target	Target Deadline	Performance Monitoring
	Description of the strategic objective that is sought	Description of each specific action that will deliver the objective	Description of the specific change or goal that each action should produce	Description of the benefits that each action will deliver to service delivery groups and residents of Torbay	Description of the Officers taking ownership of delivery of each action	Description of the key teams upon which delivery of each action is dependent	Description of the hard and measurable outputs that each action must produce	Date and deadline for target delivery	Description of how progress and performance will be assessed for each action
	Effective Use and Rationalisation of Administrative Buildings	Office Rationalisation Project	Consolidation of Office Accommodation as part of project	Improved efficiency and service delivery and cost savings	Project Manager		Refurbished Offices	October 2011	Project Team.
	Improved Data Management	Development of update protocols for live data modules	Defined operating processes in place that can be monitored and audited	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO AR	CAMT, IT, Finance and Service Asset Representatives	Data fields in TOAD completed and verified	December 2011	Review by CAMT. Delivery report included in CAMP yearly update
		Consolidate database with highways bridges and infrastructure data	Integrated database	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO Asset Registrar Relevant Service Heads	IT Education Highways	Comprehensive asset records	March 2012	Review by CAMT
		Development of user manual	Defined operating and user instructions in place and available to all officers	Accurate information available to enable informed and transparent decision making, improved prioritisation and more effective action planning	CPO AR	CAMT, IT, Finance and Service Asset Representatives	User Manual complete	Completed and updated as new modules are developed	Review by CAMT. Delivery report included in CAMP yearly update

APPENDIX AM-F REPAIRS AND MAINTENANCE PROGRAMME

TORBAY COUNCIL

REPAIR & MAINTENANCE PROGRAMME

YEAR 2012/13

Budget: £850,000 (proposed)

Asset	Element	Budget estimated costs	Cnd	Prty	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments
Various Assets	Cyclical programme of condition surveys	£80,000								
Various Assets	Asbestos re-inspection surveys	£9,000								
Various Assets	Legionella Water Hygiene contract	£35,500								
Various Assets	Legionella Risk Assessment contract	£15,000								
Various Assets	Contingency fund	£100,000								
Various Assets	Cyclical programme of external redecorations	£100,000								
Torre Abbey	Contingency fund	£100,000								
Asset Name	Element Name	Cost	Condition	Priority						
Commerce House	Electrical Services	£400	D	1	10	10	10	10	40	
Commerce House	Electrical Services	£500	D	1	10	10	10	10	40	
Commerce House	Electrical Services	£1,000	D	1	10	10	10	10	40	
Torre Abbey Chapel Remains	External Walls, Windows and Doors	£2,500	D	1	10	10	10	7	37	
Torquay Town Hall Site-COs Complex	Electrical Services	£1,200	C	1	7	10	10	10	37	
Tor Hill House	Electrical Services	£500	C	1	7	10	10	10	37	
Roebuck House Offices	Mechanical Services	£5,000	C	1	7	10	10	10	37	
Roebuck House Offices	Mechanical Services	£15,000	C	1	7	10	10	10	37	
Roebuck House Offices	Electrical Services	£200	C	1	7	10	10	10	37	
Pearl Assurance House	Mechanical Services	£12,000	C	1	7	10	10	10	37	
Electric House Offices	Electrical Services	£750	C	1	7	10	10	10	37	
Commerce House	Electrical Services	£500	C	1	7	10	10	10	37	
Commerce House	Electrical Services	£1,000	C	1	7	10	10	10	37	
Commerce House	Electrical Services	£1,000	C	1	7	10	10	10	37	
The Studio-Part of Gnd & 1st Floors	Mechanical Services	£400	D	2	10	7	10	7	34	
Roebuck House Offices	Electrical Services	£1,500	C	2	7	7	10	10	34	
Pearl Assurance House	Mechanical Services	£8,000	C	1	7	10	7	10	34	
Electric House Offices	External Areas	£2,500	C	2	7	7	10	10	34	
Roebuck House Offices	Electrical Services	£8,000	B	1	3	10	10	10	33	

Pearl Assurance House	Electrical Services	£1,000 B	1	3	10	10	10	10	33
Pearl Assurance House	Electrical Services	£1,500 B	1	3	10	10	10	10	33
Pearl Assurance House	Electrical Services	£2,000 B	1	3	10	10	10	10	33
Pearl Assurance House	Electrical Services	£2,000 B	1	3	10	10	10	10	33
Pearl Assurance House	Electrical Services	£2,000 B	1	3	10	10	10	10	33
Pearl Assurance House	Electrical Services	£4,000 B	1	3	10	10	10	10	33
Commerce House	Electrical Services	£750 B	1	3	10	10	10	10	33
Commerce House	Electrical Services	£1,500 B	1	3	10	10	10	10	33
Commerce House	Electrical Services	£1,500 B	1	3	10	10	10	10	33
Commerce House	Electrical Services	£1,500 B	1	3	10	10	10	10	33
Brixham Library	Electrical Services	£1,000 B	1	3	10	10	10	10	33
Paignton Day Centre	Mechanical Services	£12,000 C	2	7	7	10	7	31	31
Paignton Day Centre	External Walls, Windows and Doors	£200 C	2	7	7	10	7	31	31
Paignton Day Centre	External Areas	£1,500 C	2	7	7	10	7	31	31
Torre Abbey Chapel Remains	External Walls, Windows and Doors	£2,500 D	1	10	10	10	3	30	30
Torquay Town Hall Site-COs Complex	Floors and Stairs	£3,000 D	1	10	10	10	0	30	30
Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	2	3	7	10	10	10	30
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	2	3	7	10	10	10	30
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	2	3	7	10	10	10	30
Torquay Town Hall Site-COs Complex	Electrical Services	£10,000 B	2	3	7	10	10	10	30
Tor Hill House	Electrical Services	£250 B	2	3	7	10	10	10	30
Tor Hill House	Electrical Services	£300 B	2	3	7	10	10	10	30
Tor Hill House	Electrical Services	£800 B	2	3	7	10	10	10	30
The Bathing House	External Walls, Windows and Doors	£3,700 D	1	10	10	10	0	30	30
St Marys Park Former Public Toilets	External Walls, Windows and Doors	£2,250 D	2	10	7	10	3	30	30
Southern Quay - Remainder	Electrical Services	£160 D	1	10	10	10	0	30	30
Roebuck House Offices	Electrical Services	£2,500 B	2	3	7	10	10	10	30
Pearl Assurance House	Mechanical Services	£10,000 C	1	7	10	10	3	30	30
Oddicombe Beach Huts & Chalets	Electrical Services	£750 D	1	10	10	10	0	30	30
Cricketfield Dwelling	Electrical Services	£500 D	1	10	10	10	0	30	30
Cricketfield Dwelling	Electrical Services	£1,000 D	1	10	10	10	0	30	30
Cricketfield Dwelling	Electrical Services	£2,000 D	1	10	10	10	0	30	30
Commerce House	Electrical Services	£750 B	2	3	7	10	10	10	30
Glennon Valley Timber Foot Bridge	Floors and Stairs	£250 B	2	3	7	10	10	10	30
Churston Library	External Areas	£750 C	3	7	3	10	10	30	30
Paignton Day Centre	External Walls, Windows and Doors	£1,000 C	2	7	7	10	7	28	28
Victoria Park Foot Bridge 5	Floors and Stairs	£500 B	1	3	10	7	7	27	27
Vaughan Parade Council Offices	Mechanical Services	£1,000 B	2	3	7	10	10	27	27
Vaughan Parade Council Offices	Mechanical Services	£1,000 B	2	3	7	10	10	27	27
Union House - Offices	Electrical Services	£1,500 C	3	7	3	10	7	27	27
Torre Abbey Chapel Remains	External Walls, Windows and Doors	£500 C	1	7	10	3	7	27	27
Torre Abbey & Gardens - Remainder	External Areas	£3,750 C	3	3	10	10	7	27	27
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£13,500 C	1	7	10	10	0	27	27
The Studio-Part of Gnd & 1st Floors	Mechanical Services	£200 B	2	3	7	10	7	27	27
The Studio-Part of Gnd & 1st Floors	Electrical Services	£300 B	2	3	7	10	10	27	27
The Studio-Part of Gnd & 1st Floors	Electrical Services	£1,000 B	2	3	7	10	10	27	27
Roebuck House Offices	Mechanical Services	£12,000 C	1	7	10	10	0	27	27

Roebuck House Offices	Mechanical Services	£15,000 C	1	7	10	0	10	27
Paignton Day Centre	Roofs	£700 B	2	3	7	10	7	27
Paignton Day Centre	Mechanical Services	£2,000 B	2	3	7	10	7	27
Paignton Day Centre	Floors and Stairs	£3,150 B	2	3	7	10	7	27
Oddicombe Beach Huts & Chalets	Electrical Services	£100 C	1	7	10	10	0	27
Oddicombe Beach Huts & Chalets	Electrical Services	£600 C	1	7	10	10	0	27
Oddicombe Beach Huts & Chalets	Electrical Services	£750 C	1	7	10	10	0	27
Cricketfield Dwelling	Electrical Services	£50 C	1	7	10	10	0	27
Cricketfield Dwelling	Electrical Services	£100 C	1	7	10	10	0	27
Cricketfield Dwelling	Electrical Services	£100 C	1	7	10	10	0	27
Cricketfield Dwelling	Electrical Services	£250 C	1	7	10	10	0	27
Cricketfield Dwelling	Electrical Services	£750 C	1	7	10	10	0	27
Commerce House	Electrical Services	£2,000 C	2	7	7	10	3	27
Cockington Lodge	Electrical Services	£200 C	1	7	10	10	0	27
Cockington Lodge	Electrical Services	£300 C	1	7	10	10	0	27
Breakwater Quarry Former Fuel Tank	External Areas	£500 D	1	10	10	7	0	27
Palace Theatre Auditorium	Internal Walls and Doors	£500 B	2	3	7	10	7	27
Victoria Park Tennis Courts (2)	External Areas	£210 D	3	10	3	10	3	26
Upton Valley Offices	Electrical Services	£100 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£250 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£1,000 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£1,000 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£1,000 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£1,500 B	3	3	3	10	10	26
Upton Valley Offices	Electrical Services	£2,000 B	3	3	3	10	10	26
Unit 6 (5 Paik St)	External Walls, Windows and Doors	£730 B	1	3	10	10	3	26
Union House - Offices	Mechanical Services	£500 B	3	3	3	10	10	26
Union House - Offices	Mechanical Services	£1,000 B	3	3	3	10	10	26
Union House - Offices	Mechanical Services	£1,000 B	3	3	3	10	10	26
Union House - Offices	Electrical Services	£150 B	1	3	10	3	10	26
Union House - Offices	Electrical Services	£750 B	3	3	3	10	10	26
Union House - Offices	Electrical Services	£8,000 B	3	3	3	10	10	26
Union House - Offices	Electrical Services	£20,000 B	3	3	3	10	10	26
Union House - Offices	Electrical Services	£20,000 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£250 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£250 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£500 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£500 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£500 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£500 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£750 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	3	3	3	10	10	26
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	3	3	3	10	10	26

Electric House Offices	Electrical Services	£1,000 B	3	3	3	3	10	10	26
Electric House Offices	Electrical Services	£1,750 B	3	3	3	3	10	10	26
Electric House Offices	Electrical Services	£2,000 B	3	3	3	3	10	10	26
Electric House Offices	Electrical Services	£5,500 B	3	3	3	3	10	10	26
Cricklefield Pavilion Changing Room	Mechanical Services	£150 B	1	3	10	10	3	26	26
Commerce House	Electrical Services	£1,000 B	1	3	10	10	3	26	26
Bank Lane Public Toilets	Mechanical Services	£150 B	1	3	10	10	3	26	26
Vantage Point Incubation Units	Electrical Services	£100 B	2	7	7	7	24	24	24
Upton Valley Offices	Decorations (internal)	£2,500 C	2	7	7	7	0	10	24
Torre Abbey Upper Plant Room	Roofs	£150 C	2	7	7	7	3	7	24
Torre Abbey Chapel Remains	External Walls, Windows and Doors	£1,250 C	2	7	7	7	3	7	24
Torquay Recreation Ground Kiosks	Floors and Stairs	£1,000 C	2	7	7	7	7	3	24
Tor Hill House	Sanitary Services	£1,000 C	2	7	7	7	0	10	24
Tor Hill House	Internal Walls and Doors	£2,000 C	2	7	7	7	0	10	24
Tor Hill House	Floors and Stairs	£2,000 C	2	7	7	7	0	10	24
The Bathing House	External Areas	£3,000 C	2	7	7	7	10	0	24
Roebuck House Offices	Roofs	£3,000 C	2	7	7	7	0	10	24
Paignton Day Centre	Mechanical Services	£3,000 B	2	7	7	7	7	7	24
Paignton Day Centre	External Areas	£1,000 C	2	7	7	7	3	7	24
Oddicombe Beach Huts & Chalets	Electrical Services	£1,250 C	2	7	7	7	10	0	24
Cricklefield Pavilion Changing Room	Floors and Stairs	£3,900 C	2	7	7	7	7	3	24
Cockington Lodge	Mechanical Services	£300 D	2	10	7	7	0	24	24
Cockington Lodge	External Walls, Windows and Doors	£140 C	2	7	7	7	10	0	24
Windmill Hill Changing Rooms	Mechanical Services	£50 B	2	3	7	7	10	3	23
Windmill Hill Changing Rooms	Mechanical Services	£3,000 B	2	3	7	7	10	3	23
White Rock Changing Room	Mechanical Services	£250 B	2	3	7	7	10	3	23
Victoria Park Yachting Pond	External Areas	£400 B	2	3	7	7	10	3	23
Vaughan Parade Council Offices	Electrical Services	£1,500 B	3	3	3	3	10	7	23
Vaughan Parade Council Offices	Electrical Services	£3,000 B	3	3	3	3	10	7	23
Vaughan Parade Council Offices	Electrical Services	£3,750 B	3	3	3	3	10	7	23
Vaughan Parade Council Offices	Electrical Services	£5,750 B	3	3	3	3	10	7	23
Upton Valley Offices	Mechanical Services	£2,000 B	2	3	7	7	3	10	23
Upton Valley Offices	Electrical Services	£100 B	3	3	3	3	7	10	23
Upton Valley Offices	Electrical Services	£5,000 B	3	3	3	3	7	10	23
Unit 6 (5 Paik St)	Electrical Services	£500 C	3	7	3	3	10	3	23
Unit 05 FF & Units 4,5,6 SF, East Quay, Paignton	Mechanical Services	£50 B	2	3	7	7	10	3	23
Unit 03 Second Floor, South Quay, Paignton	External Areas	£500 B	2	3	7	7	10	3	23
Torre Valley North Pavilion	Mechanical Services	£1,250 C	3	7	7	7	10	3	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	3	3	3	3	7	10	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	3	3	3	3	7	10	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£1,000 B	3	3	3	3	7	10	23
Torquay Town Hall Site-COs Complex	Floors and Stairs	£10,000 B	2	3	7	7	3	10	23
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£15,100 B	2	3	7	7	3	10	23
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£25,000 D	3	10	3	3	0	10	23
Torquay Town Hall Site-COs Complex	Electrical Services	£100 B	3	3	3	3	7	10	23
Torquay Town Hall Site-COs Complex	Electrical Services	£100 B	3	3	3	3	7	10	23
Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	3	3	3	3	7	10	23

Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	3	3	3	3	7	10	23
Torquay Central Library	Electrical Services	£500 B	3	3	3	3	7	10	23
Tor Hill House	Roofs	£5,000 B	1	3	3	0	0	10	23
Tor Hill Day Centre	Mechanical Services	£1,000 B	2	3	7	10	3	3	23
Tor Hill Day Centre	Floors and Stairs	£1,000 B	2	3	7	10	3	3	23
Tor Hill Day Centre	External Walls, Windows and Doors	£1,500 B	1	3	3	7	3	3	23
Tor Hill Day Centre	External Walls, Windows and Doors	£2,500 B	2	3	3	7	10	3	23
Tor Hill Day Centre	Electrical Services	£2,500 B	2	3	3	7	10	3	23
Tor Hill Day Centre	Electrical Services	£500 C	3	7	3	10	3	3	23
Tor Hill Day Centre	Electrical Services	£2,000 C	3	7	3	10	3	3	23
The Ziggurat	Electrical Services	£500 C	3	7	3	10	3	3	23
Stoodley Knowle Changing & Toilets	Roofs	£60 B	2	3	7	10	3	3	23
St Marys Park Former Public Toilets	External Areas	£250 D	2	10	7	3	3	3	23
South Sands Public Toilets	Floors and Stairs	£750 B	2	3	7	10	3	3	23
Recreation Gd Pavilions & Stand	Roofs	£350 D	1	10	10	3	0	0	23
Preston South Public Toilets	External Walls, Windows and Doors	£750 B	2	3	7	10	3	3	23
Preston South Public Toilets	Electrical Services	£700 B	2	3	7	10	3	3	23
Preston Green North Public Toilets	Mechanical Services	£500 B	2	3	7	10	3	3	23
Paradise Walk Bridge	Floors and Stairs	£3,000 B	4	3	0	10	10	3	23
Palace Avenue Public Toilets	Sanitary Services	£25 D	1	10	10	0	0	3	23
Paignton Day Centre	Floors and Stairs	£1,700 B	3	3	3	10	7	3	23
Paignton Day Centre	External Areas	£50 B	1	3	10	3	7	3	23
Paignton Day Centre	External Areas	£1,500 B	3	3	3	10	7	3	23
Old Town Hall Public Toilets	Floors and Stairs	£250 C	3	7	3	10	3	3	23
Oddicombe Beach Huts & Chalets	Mechanical Services	£500 D	1	10	10	3	0	0	23
Ilisham Valley Foot Bridge 1	Floors and Stairs	£200 B	2	3	7	10	3	3	23
Ellacombe Sports Pavilion	Mechanical Services	£500 B	2	3	7	10	3	3	23
Electric House Offices	Mechanical Services	£500 C	3	7	3	10	3	10	23
Cricketfield Pavilion Changing Room	Sanitary Services	£100 D	1	10	10	0	0	3	23
TOTAL		£923,776							

JVC have been awarded all contracts below £50,000 (excluding major re-roofing contracts)
The R&M budget excludes all works for the Piers and Car Parks which are subject to Capital Bids.
The R&M budget excludes all works for Oldway Mansion and The Rotunda except for emergency repairs
The R&M programme is subject to change due to the on going condition surveys being completed and uploaded to TOAD

APPENDIX AM-F REPAIRS AND MAINTENANCE PROGRAMME
TORBAY COUNCIL
REPAIR & MAINTENANCE PROGRAMME
YEAR 2013/14

D/Bad = 10 Yr 1 = 10 Personal safety = 10 Very = 10
C/Poor = 7 Yr 2 = 7 Continued use = 7 High = 7

B/Satis = 3 Yr 3 = 3 Partial closure = 3 Medium = 3
 A/Good = 0 Yr 4+ = 0 None = 0 Low = 0

Budget £850,000 (proposed)		Element		Budget estimated costs	Cnd	Prty	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments
Various Assets		Cyclical programme of condition surveys		£80,000								
Various Assets		Asbestos re-inspection surveys		£9,000								
Various Assets		Legionella Water Hygiene contract		£35,500								
Various Assets		Contingency fund		£100,000								
Various Assets		Cyclical programme of external redecorations		£100,000								
Torre Abbey		Contingency fund		£100,000								
Asset Name	Element Name	Cost	Condition	Priority	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments		
Corbyn Toilet Block & Shelter	Roofs	£500 B	2	3	7	10	3	23				
Corbyn Head Beach Managers Hut	Electrical Services	£1,500 B	2	3	7	10	3	23				
Cockington Lodge	Internal Walls and Doors	£400 B	1	3	10	10	0	23				
Clennon Valley Foot Bridge	Floors and Stairs	£200 B	1	3	10	10	0	23				
CCTV Operations Room	External Walls, Windows and Doors	£2,300 B	2	3	7	3	10	23				
CCTV Operations Room	Electrical Services	£60 B	4	3	0	10	10	23				
Brookfield Control Centre	External Walls, Windows and Doors	£125 B	3	3	3	7	10	23				
Broadsands Beach Managers Kiosk	Electrical Services	£250 B	2	3	7	10	3	23				
Breakwater Quarry Former Fuel Tank	Roofs	£250 B	1	3	10	10	0	23				
Breakwater Quarry Former Fuel Tank	External Walls, Windows and Doors	£1,200 B	1	3	10	10	0	23				
Upton Park Tennis/Netball Pavilion	Mechanical Services	£500 B	2	3	7	10	3	23				
Upton Park Tennis/Netball Pavilion	Electrical Services	£300 B	2	3	7	10	3	23				
Parkfield Rangers Offices	Electrical Services	£375 B	2	3	7	10	3	23				
Oddicombe Beach Ladies & Disabled Toilets	Sanitary Services	£250 D	1	10	10	0	3	23				
Palace Theatre Auditorium	Mechanical Services	£830 B	3	3	3	10	7	23				
Bank Lane Public Toilets	Electrical Services	£1,000 B	1	3	10	7	3	23				
Abbey Sands Beach Centre Toilets	Roofs	£125 B	2	3	7	10	3	23				
Abbey PK Ornamental Pond & Fountain	External Areas	£1,000 B	1	3	10	10	0	23				
Torre Abbey Gardeners Storage Build	External Walls, Windows and Doors	£350 C	2	7	7	0	7	21				
Torre Abbey & Gardens - Remainder	External Areas	£150 C	2	7	7	0	7	21				
Paignton Day Centre	Roofs	£250 C	2	7	7	0	7	21				
Paignton Day Centre	Roofs	£500 C	2	7	7	0	7	21				
Paignton Day Centre	Roofs	£1,500 C	2	7	7	0	7	21				
Paignton Day Centre	Redecorations (internal)	£600 C	2	7	7	0	7	21				
Paignton Day Centre	Redecorations (internal)	£1,000 C	2	7	7	0	7	21				
Paignton Day Centre	External Walls, Windows and Doors	£600 C	2	7	7	0	7	21				
Paignton Day Centre	External Walls, Windows and Doors	£1,500 C	2	7	7	0	7	21				
Paignton Day Centre	External Areas	£150 C	2	7	7	0	7	21				

Quaywest Amusement Arcade	External Walls, Windows and Doors	£500 B	2	3	7	10	0	20
Pearl Assurance House	Floors and Stairs	£400 B	2	3	7	0	10	20
Pearl Assurance House	Ceilings	£300 B	2	3	7	0	10	20
Paradise Walk Shed	Floors and Stairs	£265 B	2	3	7	10	0	20
Paignton Day Centre	Roofs	£400 B	2	3	7	3	7	20
Paignton Day Centre	Electrical Services	£100 B	3	3	3	7	7	20
Paignton Day Centre	Electrical Services	£300 B	3	3	3	7	7	20
Paignton Day Centre	Electrical Services	£300 B	3	3	3	7	7	20
Paignton Day Centre	Electrical Services	£300 B	3	3	3	7	7	20
Paignton Day Centre	Electrical Services	£200 B	4	3	0	10	7	20
Paignton Day Centre	Electrical Services	£2,000 B	4	3	0	10	7	20
Meadfoot Beach Managers Office	Floors and Stairs	£600 B	2	3	7	7	3	20
Meadfoot Beach Managers Office	Electrical Services	£5,000 B	2	3	7	7	3	20
Meadfoot Beach Managers Office	Electrical Services	£10,000 B	2	3	7	7	3	20
Meadfoot Beach Chalets	External Areas	£5,000 B	2	3	7	7	3	20
Lincombe Drive Public Shelter	Roofs	£500 C	1	7	10	3	0	20
Kitson Park Foot Bridge 2	Floors and Stairs	£100 C	1	7	10	0	3	20
Kings Gardens Ornamental Ponds	External Areas	£500 C	3	7	3	10	0	20
Hillside Family Centre	Mechanical Services	£750 B	2	3	7	3	7	20
Festival Restaurant	Roofs	£80,000 C	3	7	3	10	0	20
Electric House Offices	Redecorations (internal)	£2,000 B	2	3	7	0	10	20
Electric House Offices	Redecorations (internal)	£4,600 B	2	3	7	0	10	20
Electric House Offices	Redecorations (internal)	£5,200 B	2	3	7	0	10	20
Electric House Offices	Floors and Stairs	£500 B	2	3	7	0	10	20
Electric House Offices	Floors and Stairs	£1,000 B	2	3	7	0	10	20
Echo Building - Sure Start	External Walls, Windows and Doors	£1,500 B	2	3	7	0	10	20
Crickatfield Dwelling	Electrical Services	£100 C	1	7	10	3	0	20
Crickatfield Dwelling	Ceilings	£10,000 C	3	7	3	10	0	20
Commerce House	Mechanical Services	£1,000 C	3	7	3	10	0	20
Commerce House	Ceilings	£500 B	2	3	7	0	10	20
Churston Library	Roofs	£450 B	2	3	7	0	10	20
Churston Library	Roofs	£950 B	2	3	7	0	10	20
Churston Library	Roofs	£1,250 B	2	3	7	0	10	20
Churston Library	External Areas	£350 B	2	3	7	0	10	20
Churston Library	External Areas	£450 B	2	3	7	0	10	20
CCTV Operations Room	Roofs	£250 B	2	3	7	0	10	20
CCTV Operations Room	External Walls, Windows and Doors	£200 B	2	3	7	0	10	20
CCTV Operations Room	External Walls, Windows and Doors	£1,000 B	2	3	7	0	10	20
TOTAL								£935,835

JVC have been awarded all contracts below £50,000 (excluding major re-roofing contracts)
The R&M budget excludes all works for the Piers and Car Parks which are subject to Capital Bids.
The R&M budget excludes all works for Oldway Mansion and The Rotunda except for emergency repairs
The R&M programme is subject to change due to the on going condition surveys being completed and uploaded to TOAD

APPENDIX AM-F REPAIRS AND MAINTENANCE PROGRAMME

TORBAY COUNCIL

REPAIR & MAINTENANCE PROGRAMME

YEAR 2014/15

Budget £850,000 (proposed)

D/Bad = 10 Yr 1 = 10 Personal safety = 10 Very = 10
 C/Poor = 7 Yr 2 = 7 Continued use = 7 High = 7
 B/Satis = 3 Yr 3 = 3 Partial closure = 3 Medium = 3
 A/Good = 0 Yr 4+ = 0 None = 0 Low = 0

Asset	Element	Budget estimated costs	Chnd	Prty	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	verall priorit score 0 - 40	Comments
Various Assets	Cyclical programme of condition surveys	£80,000								
Various Assets	Asbestos re-inspection surveys	£9,000								
Various Assets	Legionella Water Hygiene contract	£35,500								
Various Assets	Legionella Risk Assessment contract	£15,000								
Various Assets	Contingency fund	£100,000								
Various Assets	Cyclical programme of external redecorations	£100,000								
Torre Abbey	Contingency fund	£100,000								
Asset Name	Element Name	Cost	Condition	Priority						
Palace Theatre Auditorium	Mechanical Services	£12,960 B	B	3	3	3	7	7	20	
Abbey Pk Ornamental Pond & Fountain	External Areas	£1,000 B	B	2	3	7	10	0	20	
Victoria Park Yachting Pond	External Areas	£660 B	B	3	3	3	10	3	19	
Unit 6 (5 Paik St)	Floors and Stairs	£600 B	B	3	3	3	10	3	19	
Unit 10 Ground Floor, Paignton Harbour	External Walls, Windows and Doors	£211 B	B	3	3	3	10	3	19	
Unit 06 First Floor, East Quay, Paignton Harb	External Areas	£500 B	B	3	3	3	10	3	19	
Torquay Town Hall Site-COs Complex	Mechanical Services	£1,000 B	B	3	3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	B	3	3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000 B	B	3	3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£2,000 B	B	3	3	3	3	10	19	
Torquay Central Library	Mechanical Services	£500 B	B	3	3	3	3	10	19	
Torquay Central Library	Mechanical Services	£1,000 B	B	3	3	3	3	10	19	
Tor Hill House	Electrical Services	£50 B	B	3	3	3	3	10	19	
Tor Hill House	Electrical Services	£100 B	B	3	3	3	3	10	19	
Tor Hill Day Centre	Mechanical Services	£2,000 B	B	3	3	3	10	3	19	
Tor Hill Day Centre	Electrical Services	£1,500 B	B	3	3	3	10	3	19	

St Marys Park Former Public Toilets	External Areas	£625 B	3	3	3	3	3	10	3	3	19
Electric House Offices	Mechanical Services	£1,000 B	3	3	3	3	3	3	10	3	19
Electric House Offices	Mechanical Services	£2,000 B	3	3	3	3	3	3	10	3	19
Electric House Offices	Electrical Services	£250 B	3	3	3	3	3	3	10	3	19
Electric House Offices	Electrical Services	£500 B	3	3	3	3	3	3	10	3	19
Electric House Offices	Electrical Services	£1,000 B	3	3	3	3	3	3	10	3	19
Cricklefield Pavilion Changing Room	Mechanical Services	£1,000 B	3	3	3	3	3	10	3	3	19
Cricklefield Pavilion Changing Room	Floors and Stairs	£800 B	3	3	3	3	3	10	3	3	19
Cricklefield Pavilion Changing Room	Electrical Services	£100 B	3	3	3	3	3	10	3	3	19
Churston Library	External Areas	£1,250 B	3	3	3	3	3	3	10	3	19
Oddicombe Beach Gents Toilets	External Areas	£500 B	3	3	3	3	3	10	3	3	19
Victoria Park Tennis Courts (2)	External Areas	£277 C	2	7	7	7	7	0	3	3	17
Victoria Park Tennis Courts (2)	External Areas	£1,500 C	2	7	7	7	7	0	3	3	17
Victoria Park Foot Bridge 3	External Walls, Windows and Doors	£3,000 B	4	3	3	3	0	7	7	7	17
Victoria Park Foot Bridge 2	Floors and Stairs	£5,000 C	3	3	3	3	3	0	7	7	17
Victoria Park Foot Bridge 1	Floors and Stairs	£200 B	2	3	3	3	7	0	7	7	17
Victoria Park Foot Bridge 1	Floors and Stairs	£250 B	2	3	3	3	7	0	7	7	17
Victoria Park Foot Bridge 1	Floors and Stairs	£3,000 B	2	3	3	3	7	0	7	7	17
Vaughan Parade Offices	Mechanical Services	£1,000 B	2	3	3	3	7	0	7	7	17
Vantage Point Incubation Units	Mechanical Services	£30 B	2	3	3	3	7	0	7	7	17
Vantage Point Incubation Units	Mechanical Services	£75 B	2	3	3	3	7	0	7	7	17
Torre Abbey Gardeners Storage Build	External Walls, Windows and Doors	£450 C	3	3	3	3	3	0	7	7	17
Torre Abbey & Gardens - Remainder	External Areas	£175 C	3	3	3	3	7	0	7	7	17
Torre Abbey & Gardens - Remainder	External Areas	£700 C	3	3	3	3	7	0	7	7	17
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	3	3	3	7	0	7	7	17
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	3	3	3	7	0	7	7	17
Torre Abbey & Gardens - Remainder	External Areas	£2,750 C	3	3	3	3	7	0	7	7	17
Torquay Town Hall Site-COs Complex	Internal Walls and Doors	£8,000 C	4	4	4	4	0	0	10	17	17
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£47,250 C	4	4	4	4	0	0	10	17	17
Torquay Central Library	Roofs	£3,000 C	4	4	4	4	0	0	10	17	17
Torquay Central Library	Roofs	£50,000 C	4	4	4	4	0	0	10	17	17
Tor Hill House	Roofs	£85,000 C	4	4	4	4	0	0	10	17	17
St Marys Park Former Public Toilets	External Areas	£40 C	2	7	7	7	7	0	3	3	17
South Sands Public Toilets	External Walls, Windows and Doors	£500 C	2	7	7	7	7	0	3	3	17
Roebuck House Offices	External Walls, Windows and Doors	£163,000 C	4	4	4	4	0	0	10	17	17
Parkfield Rangers Open Storage Area	External Walls, Windows and Doors	£500 B	2	3	3	3	7	7	0	7	17
Paignton Day Centre	Roofs	£1,500 B	2	3	3	3	7	0	7	7	17
Paignton Day Centre	Floors and Stairs	£150 B	2	3	3	3	7	0	7	7	17
Paignton Day Centre	Floors and Stairs	£500 B	2	3	3	3	7	0	7	7	17
Paignton Day Centre	Floors and Stairs	£2,500 B	2	3	3	3	7	0	7	7	17
Paignton Day Centre	Fixed Furniture and Fittings	£300 B	2	3	3	3	7	0	7	7	17
Paignton Day Centre	Fixed Furniture and Fittings	£900 B	2	3	3	3	7	0	7	7	17
Meadfoot Beach Chalets	Roofs	£17,000 C	2	7	7	7	7	0	3	3	17
Lincombe Drive Public Shelter	Roofs	£100 C	3	3	3	3	7	7	0	7	17
Cricklefield Pavilion Changing Room	Ceilings	£10,560 C	2	7	7	7	7	0	3	3	17
Cricklefield Dwelling	Floors and Stairs	£1,000 C	3	3	3	3	7	7	0	7	17
Cockington Lodge	External Walls, Windows and Doors	£560 C	1	7	7	10	0	0	0	0	17

Various Assets	Asbestos re-inspection surveys	£9,000
Various Assets	Legionella Water Hygiene contract	£35,500
Various Assets	Contingency fund	£100,000
Various Assets	Cyclical programme of external redecorations	£100,000
Torre Abbey	Contingency fund	£100,000

Asset Name	Element Name	Cost	Condition	Priority					
Torquay Town Hall Site-COs Complex	Redecorations (internal)	£111,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Mechanical Services	£1,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Mechanical Services	£2,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Mechanical Services	£10,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Floors and Stairs	£200 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Floors and Stairs	£3,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£1,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£13,365 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£36,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£69,000 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Electrical Services	£100 B	B	3	3	0	10	16	
Torquay Town Hall Site-COs Complex	Electrical Services	£750 B	B	3	3	0	10	16	
Torquay Central Library	Roofs	£100 B	B	3	3	0	10	16	
Torquay Central Library	Redecorations (internal)	£25,000 B	B	3	3	0	10	16	
Torquay Central Library	Mechanical Services	£3,000 B	B	3	3	0	10	16	
Torquay Central Library	Mechanical Services	£3,000 B	B	3	3	0	10	16	
Torquay Central Library	Floors and Stairs	£1,000 B	B	3	3	0	10	16	
Torquay Central Library	External Walls, Windows and Doors	£10,000 B	B	3	3	0	10	16	
Tor Hill House	Roofs	£5,000 B	B	3	3	0	10	16	
Tor Hill House	Mechanical Services	£500 B	B	3	3	0	10	16	
Tor Hill House	Floors and Stairs	£5,000 B	B	4	3	3	10	16	
Tor Hill Day Centre	Internal Walls and Doors	£1,500 B	B	1	3	0	3	16	
Tor Hill Day Centre	Electrical Services	£600 B	B	3	3	7	3	16	
Tor Hill Day Centre	Electrical Services	£750 B	B	3	3	7	3	16	
The Lodge	External Walls, Windows and Doors	£500 B	B	2	3	3	3	16	
Southern Quay - Remainder	Electrical Services	£250 B	B	3	3	10	0	16	
Roebuck House Offices	Redecorations (internal)	£200 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£200 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£200 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£300 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£300 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£300 B	B	3	3	0	10	16	
Roebuck House Offices	Redecorations (internal)	£300 B	B	3	3	0	10	16	

Meadfoot Beach Managers Office	Electrical Services	£5,000 B	2	3	7	3	3	3	16
Kitson Park Foot Bridge 2	External Walls, Windows and Doors	£500 B	3	3	3	7	3	3	16
Kitson Park Foot Bridge 1	External Walls, Windows and Doors	£500 B	3	3	3	7	3	3	16
Kings Gardens Foot Bridge 1	External Walls, Windows and Doors	£750 B	3	3	3	7	3	3	16
Hillside Family Centre	Mechanical Services	£250 B	3	3	3	3	3	7	16
Electric House Offices	Redecorations (internal)	£2,000 B	3	3	3	0	0	10	16
Electric House Offices	Redecorations (internal)	£4,600 B	3	3	3	0	0	10	16
Electric House Offices	Redecorations (internal)	£5,200 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£500 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£1,000 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£1,000 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£2,000 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£2,000 B	3	3	3	0	0	10	16
Electric House Offices	Mechanical Services	£5,000 B	3	3	3	0	0	10	16
Electric House Offices	Internal Walls and Doors	£2,000 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£100 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£100 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£120 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£150 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£150 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£150 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£170 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£250 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£340 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£350 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£1,000 B	3	3	3	0	0	10	16
Electric House Offices	Floors and Stairs	£1,300 B	3	3	3	0	0	10	16
Electric House Offices	Ceilings	£1,000 B	3	3	3	0	0	10	16
Cricketfield Dwelling	Electrical Services	£200 B	3	3	3	10	3	0	16
Cricketfield Dwelling	Electrical Services	£250 B	3	3	3	10	0	0	16
Commerce House	Redecorations (internal)	£3,000 B	3	3	3	0	0	10	16
Commerce House	Floors and Stairs	£800 B	3	3	3	0	0	10	16
Cockington Lodge	Mechanical Services	£7,000 B	3	3	3	10	0	0	16
Glennon Valley Weir 1	Floors and Stairs	£200 B	1	3	10	0	3	0	16
Churston Library	Roofs	£350 B	3	3	3	0	0	10	16
Churston Library	External Areas	£475 B	3	3	3	0	0	10	16
CCTV Operations Room	Internal Walls and Doors	£500 B	3	3	3	0	0	10	16
CCTV Operations Room	Floors and Stairs	£100 B	3	3	3	0	0	10	16
CCTV Operations Room	External Walls, Windows and Doors	£500 B	3	3	3	0	0	10	16
CCTV Operations Room	Ceilings	£200 B	3	3	3	0	0	10	16
Upton Park Tennis/Netball Pavilion	Mechanical Services	£50 B	1	3	10	0	3	0	16
Upton Park Tennis/Netball Pavilion	Mechanical Services	£200 B	1	3	10	0	3	0	16
Shoalstone Beach Changing Rooms	Internal Walls and Doors	£870 C	3	7	3	3	3	0	16
Shoalstone Beach Changing Rooms	Ceilings	£250 B	4	3	0	10	3	0	16
Armada Park Changing Rooms	Mechanical Services	£250 B	4	3	0	10	3	0	16
Abbey Meadows Pavilion	Mechanical Services	£1,000 C	3	7	3	3	3	0	16
Public Shelter Opposite Grand Hotel	Redecorations (internal)	£2,000 C	2	7	7	0	0	14	0

Oddicombe Beach Huts & Chalets	External Walls, Windows and Doors	£750 C	2	7	7	0	0	14
Oddicombe Beach Huts & Chalets	External Walls, Windows and Doors	£11,000 C	2	7	7	0	0	14
Oddicombe Beach Huts & Chalets	External Walls, Windows and Doors	£33,000 C	2	7	7	0	0	14
Little Blagdon Farm	Roofs	£17,500 C	2	7	7	0	0	14
Festival Restaurant	Roofs	£750 C	2	7	7	0	0	14
Daddyhole Plain Shelter	External Walls, Windows and Doors	£450 C	2	7	7	0	0	14
Cockington Lodge	Roofs	£300 C	2	7	7	0	0	14
Cockington Lodge	Roofs	£65,000 C	2	7	7	0	0	14
Windmill Hill Changing Rooms	Roofs	£50 C	3	7	3	0	3	13
Watcombe Beach Public Toilets	Internal Walls and Doors	£500 C	3	7	3	0	3	13
Watcombe Beach Public Toilets	Floors and Stairs	£500 C	3	7	3	0	3	13
Watcombe Beach Public Toilets	External Walls, Windows and Doors	£250 C	3	7	3	0	3	13
Watcombe Beach Public Toilets	External Walls, Windows and Doors	£945 C	3	7	3	0	3	13
Victoria Park Yachting Pond	External Areas	£1,160 C	3	7	3	0	3	13
Victoria Park Tennis Courts (2)	External Areas	£210 C	3	7	3	0	3	13
Victoria Park Netball Courts (2)	Fixed Furniture and Fittings	£675 C	3	7	3	0	3	13
Vaughan Road Public Toilets	External Walls, Windows and Doors	£470 C	3	7	3	0	3	13
Vaughan Road Public Toilets	External Walls, Windows and Doors	£625 C	3	7	3	0	3	13
Vaughan Parade Offices	Roofs	£2,500 B	3	3	3	0	7	13
Vaughan Parade Offices	Internal Walls and Doors	£1,000 B	3	3	3	0	7	13
Total		£967,235						

JVC have been awarded all contracts below £50,000 (excluding major re-roofing contracts)
The R&M budget excludes all works for the Piers and Car Parks which are subject to Capital Bids.
The R&M budget excludes all works for Oldway Mansion and The Rotunda except for emergency repairs
The R&M programme is subject to change due to the on going condition surveys being completed and uploaded to TOAD

Asset	Element	Budget estimated costs	Conditon Grade A - D	Conditon Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments
Various Assets	Cyclical programme of condition surveys	£80,000						
Various Assets	Asbestos re-inspection surveys	£9,000						

D/Bad = 10 Yr 1 = 10 Personal safety = 10 Very = 10
C/Poor = 7 Yr 2 = 7 Continued use = 7 High = 7
B/Satis = 3 Yr 3 = 3 Partial closure = 3 Medium = 3
A/Good = 0 Yr 4+ = 0 None = 0 Low = 0

Tor Hill Day Centre	External Walls, Windows and Doors	£1,000 B	2	3	7	0	0	3	13
Tor Hill Day Centre	External Walls, Windows and Doors	£1,000 B	2	3	7	0	0	3	13
Tor Hill Day Centre	External Walls, Windows and Doors	£1,000 B	2	3	7	0	0	3	13
St Marys Park Former Public Toilets	Roofs	£95 B	2	3	7	0	0	3	13
Shoalstone Public Shelters	Floors and Stairs	£700 B	3	3	3	7	0	0	13
Sherwell Park Foot Bridge 1	Floors and Stairs	£500 C	3	7	3	0	0	3	13
Sherwell Park Foot Bridge 1	Floors and Stairs	£1,250 C	3	7	3	0	0	3	13
Sherwell Park Foot Bridge 1	External Walls, Windows and Doors	£200 B	2	3	7	0	0	3	13
Sherwell House Offices	Redecorations (Internal)	£400 B	4	3	0	0	0	10	13
Quaywest Toilet Block	Roofs	£25 B	2	3	7	0	0	3	13
Quaywest Peter Pan Basketball Area	External Areas	£1,850 B	3	3	3	7	0	0	13
Preston South Public Toilets	Mechanical Services	£400 B	2	3	7	0	0	3	13
Preston South Public Toilets	External Areas	£3,800 C	3	7	3	0	0	3	13
Preston South Public Toilets	Electrical Services	£1,850 B	2	3	7	0	0	3	13
Preston South Public Toilets	Ceilings	£250 B	2	3	7	0	0	3	13
Preston South Public Toilets	Ceilings	£850 C	3	7	3	0	0	3	13
Preston Shelter Public Toilets	Fixed Furniture and Fittings	£500 B	2	3	7	0	0	3	13
Preston Shelter Public Toilets	External Walls, Windows and Doors	£3,000 B	2	3	7	0	0	3	13
Preston Shelter North Public Toilets	Floors and Stairs	£250 B	2	3	7	0	0	3	13
Preston Green North Public Toilets	Floors and Stairs	£2,000 C	3	7	3	0	0	3	13
Preston Green North Public Toilets	External Walls, Windows and Doors	£850 B	2	3	7	0	0	3	13
Preston Beach Office	External Walls, Windows and Doors	£125 B	2	3	7	0	0	3	13
Paradise Walk Shed	Roofs	£500 B	1	3	10	0	0	0	13
Paradise Walk Shed	External Areas	£200 B	4	3	0	10	0	0	13
Palace Avenue War Memorial	External Areas	£1,585 B	3	3	3	7	0	0	13
Paignton Sea Front Public Toilets	Internal Walls and Doors	£850 C	3	7	3	0	0	3	13
Paignton Day Centre	Sanitary Services	£50 B	3	3	3	0	0	7	13
Paignton Day Centre	Sanitary Services	£50 B	3	3	3	0	0	7	13
Paignton Day Centre	Sanitary Services	£50 B	3	3	3	0	0	7	13
Paignton Day Centre	Roofs	£300 B	3	3	3	0	0	7	13
Paignton Day Centre	Redecorations (Internal)	£800 B	3	3	3	0	0	7	13
Paignton Day Centre	Redecorations (Internal)	£3,000 B	3	3	3	0	0	7	13
Paignton Day Centre	Mechanical Services	£2,000 B	3	3	3	0	0	7	13
Paignton Day Centre	Internal Walls and Doors	£250 B	3	3	3	0	0	7	13
Paignton Day Centre	Floors and Stairs	£1,000 B	3	3	3	0	0	7	13
Oddicombe Deck Chair Store	Mechanical Services	£1,000 B	2	3	7	3	0	0	13
Meadfoot Beach Managers Office	Roofs	£1,000 B	2	3	7	0	0	3	13
Meadfoot Beach Managers Office	Roofs	£6,000 B	2	3	7	0	0	3	13
Meadfoot Beach Managers Office	External Walls, Windows and Doors	£500 B	2	3	7	0	0	3	13
Kings Gardens Foot Bridge 1	Floors and Stairs	£200 B	2	3	7	0	0	3	13
King George V Barn	Electrical Services	£500 C	3	7	3	0	0	3	13
Ilsham Valley Foot Bridge 1	Floors and Stairs	£300 B	2	3	7	0	0	3	13
Hillside Family Centre	Mechanical Services	£500 B	3	3	3	0	0	7	13
Furzeham Football Pavilion	Roofs	£50 B	2	3	7	0	0	3	13
Ellacombe Sports Pavilion	Mechanical Services	£250 B	2	3	7	0	0	3	13
Ellacombe Sports Pavilion	Fixed Furniture and Fittings	£1,200 C	3	7	3	0	0	3	13
Electric House Offices	Redecorations (Internal)	£2,000 B	4	3	0	0	0	10	13

Electric House Offices	Redecorations (internal)	£4,600 B	4	3	0	0	0	10	13
Electric House Offices	Redecorations (internal)	£5,200 B	4	3	0	0	0	10	13
Electric House Offices	Redecorations (internal)	£10,300 B	4	3	0	0	0	10	13
Electric House Offices	Floors and Stairs	£12,700 B	4	3	0	0	0	10	13
Crickfield Pavilion Changing Room	Internal Walls and Doors	£1,000 B	2	3	7	0	0	3	13
Commerce House	Mechanical Services	£1,000 B	4	3	0	0	0	10	13
Cockington Lodge	Mechanical Services	£300 B	3	3	3	7	0	0	13
Clennon Valley Weir 2	Floors and Stairs	£200 B	2	3	7	0	0	3	13
Clennon Valley Changing Rooms	Roofs	£1,000 C	3	7	3	0	0	3	13
Clennon Valley Changing Rooms	Roofs	£1,280 C	3	7	3	0	0	3	13
Clennon Valley Changing Rooms	External Walls, Windows and Doors	£1,100 B	2	3	7	0	0	3	13
CCTV Operations Room	Internal Walls and Doors	£2,500 B	4	3	0	0	0	10	13
CCTV Operations Room	Fixed Furniture and Fittings	£500 B	4	3	0	0	0	10	13
CCTV Operations Room	Electrical Services	£20 B	4	3	0	0	0	10	13
CCTV Operations Room	Electrical Services	£30 B	4	3	0	0	0	10	13
Parkfield Rangers Offices	Mechanical Services	£150 B	2	3	7	0	0	3	13
Parkfield Rangers Offices	Mechanical Services	£175 B	2	3	7	0	0	3	13
Palace Theatre Auditorium	Roofs	£100 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Redecorations (internal)	£2,750 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Internal Walls and Doors	£1,400 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Internal Walls and Doors	£1,750 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Internal Walls and Doors	£1,750 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Floors and Stairs	£4,620 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Floors and Stairs	£925 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Floors and Stairs	£3,500 B	3	3	3	0	0	7	13
Palace Theatre Auditorium	Fixed Furniture and Fittings	£5,000 B	3	3	3	0	0	7	13
Bishops Place	Roofs	£250 B	3	3	3	0	0	7	13
Bishops Place	Roofs	£1,000 B	3	3	3	0	0	7	13
Bishops Place	External Walls, Windows and Doors	£2,600 B	3	3	3	0	0	7	13
Bishops Place	External Areas	£1,000 B	3	3	3	0	0	7	13
Abbey Sands Beach Centre Toilets	Redecorations (internal)	£1,200 B	2	3	7	0	0	3	13
Abbey Sands Beach Centre Toilets	Fixed Furniture and Fittings	£750 B	2	3	7	0	0	3	13
Watcombe Beach Public Toilets	Sanitary Services	£250 B	3	3	3	3	0	3	12
Tor Hill Day Centre	Electrical Services	£100 B	3	3	3	3	0	3	12
Tor Hill Day Centre	Electrical Services	£500 B	3	3	3	3	0	3	12
St Marys Pavilion/Changing Rooms	Roofs	£250 B	3	3	3	3	0	3	12
St Marys Pavilion/Changing Rooms	Mechanical Services	£50 B	3	3	3	3	0	3	12
St Marys Pavilion/Changing Rooms	Mechanical Services	£200 B	3	3	3	3	0	3	12
Preston Green Slipway	External Areas	£250 B	3	3	3	3	0	3	12
Preston Green Slipway	External Areas	£500 B	3	3	3	3	0	3	12
Oddcombe First Aid Post	Mechanical Services	£1,000 B	3	3	3	3	0	3	12
Shoalstone Beach Changing Rooms	Fixed Furniture and Fittings	£2,250 B	3	3	3	3	0	3	12
Armada Park Changing Rooms	Electrical Services	£200 B	3	3	3	3	0	3	12
Youngs Park Promenade Store	Roofs	£4,120 C	3	7	3	0	0	0	10
Youngs Park Open Shelters	External Walls, Windows and Doors	£1,000 C	3	7	3	0	0	0	10
Youngs Park Gardeners Store	Roofs	£2,500 C	3	7	3	0	0	0	10
Wildlife Pond	External Areas	£3,050 C	3	7	3	0	0	0	10

Vaughan Parade Offices	Floors and Stairs	£21,000 B	4	3	0	0	0	7	10
Vantage Point Incubation Units	Floors and Stairs	£385 B	4	3	0	0	0	7	10
Torquay Coach Station Taxi Office	External Walls, Windows and Doors	£150 B	2	3	7	0	0	0	10
The Old Clink	Roofs	£330 C	3	7	3	0	0	0	10
The Old Clink	Ceilings	£1,200 C	3	7	3	0	0	0	10
Temperance St Warehouse-Grnd Floor	Internal Walls and Doors	£200 B	2	3	7	0	0	0	10
Temperance St Warehouse-Grnd Floor	Floors and Stairs	£300 B	2	3	7	0	0	0	10
Quaywest Peter Pan Basketball Area	External Areas	£3,750 B	2	3	7	0	0	0	10
Parkfield Rangers Open Storage Area	Roofs	£1,000 B	2	3	7	0	0	0	10
Paignton Day Centre	Mechanical Services	£7,500 B	4	3	0	0	0	7	10
Oddicombe Store	External Walls, Windows and Doors	£450 B	2	3	7	0	0	0	10
Oddicombe Boat Store	External Areas	£1,750 B	4	3	0	7	0	0	10
Oddicombe Beach Huts & Chalets	External Walls, Windows and Doors	£450 B	2	3	7	0	0	0	10
Newton Road Public Shelter	Sanitary Services	£200 B	2	3	7	0	0	0	10
Little Blagdon Farm	Roofs	£750 B	2	3	7	0	0	0	10
Little Blagdon Farm	Roofs	£1,250 B	2	3	7	0	0	0	10
Lincombe Drive Public Shelter	Roofs	£410 B	2	3	7	0	0	0	10
King George V Barn	Roofs	£1,000 B	2	3	7	0	0	0	10
Ilsham / Meadfoot Public Shelter	Roofs	£685 B	2	3	7	0	0	0	10
Daddyhole Plain Shelter	Roofs	£555 B	2	3	7	0	0	0	10
Cricketfield Dwelling	Sanitary Services	£1,200 C	3	7	3	0	0	0	10
Cricketfield Dwelling	Redecorations (internal)	£8,000 C	3	7	3	0	0	0	10
Cricketfield Dwelling	Internal Walls and Doors	£8,000 C	3	7	3	0	0	0	10
Cricketfield Dwelling	Floors and Stairs	£10,000 C	3	7	3	0	0	0	10
Cricketfield Dwelling	Floors and Stairs	£18,000 C	3	7	3	0	0	0	10
Cockington Lodge	External Walls, Windows and Doors	£4,600 B	2	3	7	0	0	0	10
Cockington Lodge	External Areas	£150 B	2	3	7	0	0	0	10
Breakwater Quarry Former Fuel Tank	Floors and Stairs	£1,000 C	3	7	3	0	0	0	10
Princess Gardens Public Shelter	Roofs	£1,500 B	2	3	7	0	0	0	10
Babbacombe Downs Public Shelter (Small)	Floors and Stairs	£1,000 B	2	3	7	0	0	0	10
Palace Theatre Auditorium	External Walls, Windows and Doors	£3,500 B	2	3	7	0	0	0	10
TOTAL		£965,372	4	3	0	0	0	7	10

JVC have been awarded all contracts below £50,000 (excluding major re-roofing contracts)
The R&M budget excludes all works for the Piers and Car Parks which are subject to Capital Bids.
The R&M budget excludes all works for Oldway Mansion and The Rotunda except for emergency repairs
The R&M programme is subject to change due to the on going condition surveys being completed and uploaded to TOAD

**APPENDIX AM-F REPAIRS AND
MAINTENANCE PROGRAMME**
TORBAY COUNCIL
REPAIR & MAINTENANCE PROGRAMME

YEAR 2017/18		Budget £850,000 (proposed)		D/Bad = 10 C/Poor = 7 B/Satis = 3 A/Good = 0		Yr 1 = 10 Yr 2 = 7 Yr 3 = 3 Yr 4+ = 0		Personal safety = 10 Continued use = 7 Partial closure = 3 None = 0		Very = 10 High = 7 Medium = 3 Low = 0		Importance to service delivery 0 - 10		Overall priority score 0 - 40		Comments	
Asset	Element	Budget estimated costs	Prty	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments								
Various Assets	Cyclical programme of condition surveys	£80,000															
Various Assets	Asbestos re-inspection surveys	£9,000															
Various Assets	Legionella Water Hygiene contract	£35,500															
Various Assets	Contingency fund	£100,000															
Various Assets	Cyclical programme of external redecorations	£100,000															
Torre Abbey	Contingency fund	£100,000															
Asset Name	Element Name	Cost	Condition	Priority	Condition Grade A - D	Condition Priority Yr 1 - Yr 4+	Health & Safety Priority 0 - 10	Importance to service delivery 0 - 10	Overall priority score 0 - 40	Comments							
Palace Theatre Auditorium	External Walls, Windows and Doors	£28,900	B	4	3	0	0	7	10								
Abbey Sands Beach Centre Shop	External Walls, Windows and Doors	£150	B	2	3	7	0	0	10								
Abbey Sands Beach Centre Shop	External Walls, Windows and Doors	£420	B	2	3	7	0	0	10								
Abbey Sands Beach Centre Shop	External Walls, Windows and Doors	£450	B	2	3	7	0	0	10								
Abbey Park Tennis Courts	External Areas	£20,000	C	3	7	3	0	0	10								
Abbey Park Tennis Courts	External Areas	£20,000	C	3	7	3	0	0	10								
Youngs Park Public Toilets	Roofs	£250	B	3	3	3	0	3	9								
Windmill Hill Changing Rooms	Floors and Stairs	£150	B	3	3	3	0	3	9								
Windmill Hill Changing Rooms	Floors and Stairs	£400	B	3	3	3	0	3	9								
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£70	B	3	3	3	0	3	9								
Watcombe Beach Public Toilets	Sanitary Services	£400	B	3	3	3	0	3	9								
Watcombe Beach Public Toilets	Roofs	£750	B	3	3	3	0	3	9								
Victoria Park Tennis Courts (2)	External Areas	£160	B	3	3	3	0	3	9								
Victoria Park Ornamental Ponds (2)	External Areas	£420	B	3	3	3	0	3	9								
Victoria Park Basketball Court	Fixed Furniture and Fittings	£320	B	3	3	3	0	3	9								
Victoria Park Basketball Court	External Areas	£1,000	B	3	3	3	0	3	9								
Vaughan Road Public Toilets	Sanitary Services	£175	B	3	3	3	0	3	9								
Vaughan Road Public Toilets	Redecorations (Internal)	£5,000	B	3	3	3	0	3	9								
Vaughan Road Public Toilets	Mechanical Services	£25	B	3	3	3	0	3	9								
Vaughan Road Public Toilets	Internal Walls and Doors	£250	B	3	3	3	0	3	9								
Unit 6 (5 Paik St)	Roofs	£400	B	3	3	3	0	3	9								
Unit 6 (5 Paik St)	Floors and Stairs	£145	B	3	3	3	0	3	9								
Unit 6 (5 Paik St)	External Walls, Windows and Doors	£350	B	3	3	3	0	3	9								
Unit 05 FF & Units 4,5,6 SF, East Quay, Paig	Mechanical Services	£100	B	3	3	3	0	3	9								
Unit 05 FF & Units 4,5,6 SF, East Quay, Paig	Mechanical Services	£150	B	3	3	3	0	3	9								
Unit 05 FF & Units 4,5,6 SF, East Quay, Paig	Floors and Stairs	£400	B	3	3	3	0	3	9								

Unit 05 FF & Units 4,5,6 SF, East Quay, Paig	External Walls, Windows and Doors	£1,630 B	3	3	3	0	3	9
Unit 04 First Floor -Harbour Office	Floors and Stairs	£185 B	3	3	3	0	3	9
Unit 03 Second Floor, South Quay, Paignton	External Walls, Windows and Doors	£500 B	3	3	3	0	9	9
Torwood Gardens Public Shelter	External Areas	£500 B	3	3	3	0	9	9
Torre Valley North Pavilion	Sanitary Services	£125 B	3	3	3	0	9	9
Torre Valley North Pavilion	Internal Walls and Doors	£500 B	3	3	3	0	9	9
Torre Valley North Pavilion	Fixed Furniture and Fittings	£500 B	3	3	3	0	9	9
Torquay Recreation Ground Kiosks	External Areas	£1,250 B	4	3	3	0	3	9
Tor Hill Day Centre	Roofs	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	Roofs	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	Roofs	£1,500 B	3	3	3	0	3	9
Tor Hill Day Centre	Mechanical Services	£200 B	3	3	3	0	3	9
Tor Hill Day Centre	Mechanical Services	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	Floors and Stairs	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	External Walls, Windows and Doors	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	External Areas	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	External Areas	£1,000 B	3	3	3	0	3	9
Tor Hill Day Centre	Electrical Services	£1,500 B	3	3	3	0	3	9
Tor Hill Day Centre	Electrical Services	£2,500 B	3	3	3	0	3	9
The Ziggurat	External Areas	£4,000 B	3	3	3	0	3	9
The Cottage	Redecorations (internal)	£3,500 B	3	3	3	0	3	9
The Cottage	External Areas	£250 B	3	3	3	0	3	9
The Cottage	External Areas	£500 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	Redecorations (internal)	£500 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	Floors and Stairs	£625 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	Fixed Furniture and Fittings	£750 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	External Walls, Windows and Doors	£60 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	External Walls, Windows and Doors	£60 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	External Areas	£60 B	3	3	3	0	3	9
Stoodley Knowle Changing & Toilets	External Areas	£250 B	3	3	3	0	3	9
Station Lane Car Park	Electrical Services	£25,000 B	3	3	3	0	3	9
St Marys Pavilion/Changing Rooms	Ceilings	£50 B	3	3	3	0	3	9
Shoalstone Public Toilets	Internal Walls and Doors	£180 B	3	3	3	0	3	9
Shoalstone Public Toilets	Electrical Services	£100 B	3	3	3	0	3	9
Quaywest Toilet Block	Internal Walls and Doors	£2,750 B	3	3	3	0	3	9
Preston South Public Toilets	Roofs	£150 B	3	3	3	0	3	9
Preston South Public Toilets	Roofs	£550 B	3	3	3	0	3	9
Preston South Public Toilets	Floors and Stairs	£300 B	3	3	3	0	3	9
Preston South Public Toilets	Fixed Furniture and Fittings	£3,900 B	3	3	3	0	3	9
Preston Shelter Public Toilets	Redecorations (internal)	£600 B	3	3	3	0	3	9
Preston Green North Public Toilets	Redecorations (internal)	£1,000 B	3	3	3	0	3	9
Preston Green North Public Toilets	Redecorations (internal)	£1,500 B	3	3	3	0	3	9
Preston Green North Public Toilets	External Walls, Windows and Doors	£250 B	3	3	3	0	3	9
Preston Green North Public Toilets	External Walls, Windows and Doors	£1,850 B	3	3	3	0	3	9
Preston Green North Public Toilets	Ceilings	£950 B	3	3	3	0	3	9
Preston Beach Office	Floors and Stairs	£76 B	3	3	3	0	3	9
Preston Beach Office	External Walls, Windows and Doors	£60 B	3	3	3	0	3	9

Preston Beach Office	Electrical Services	£250 B	3	3	3	0	3	9
Paradise Walk Shed	Roofs	£580 B	3	3	3	3	0	9
Palace Avenue Public Toilets	External Walls, Windows and Doors	£65 B	3	3	3	0	3	9
Paignton Sea Front Public Toilets	Redecorations (internal)	£2,750 B	3	3	3	0	3	9
Paignton Sea Front Public Toilets	Internal Walls and Doors	£1,100 B	3	3	3	0	3	9
Paignton Sea Front Public Toilets	Ceilings	£750 B	3	3	3	0	3	9
Old Town Hall Public Toilets	Sanitary Services	£1,630 B	3	3	3	0	3	9
Old Town Hall Public Toilets	Redecorations (internal)	£3,000 B	3	3	3	0	3	9
Oddicombe First Aid Post	Redecorations (internal)	£1,500 B	3	3	3	0	3	9
Meadfoot Public Toilets	Redecorations (internal)	£2,500 B	3	3	3	0	3	9
Meadfoot Public Toilets	Electrical Services	£2,500 B	3	3	3	0	3	9
Meadfoot Beach Managers Office	Redecorations (internal)	£1,000 B	3	3	3	0	3	9
Meadfoot Beach Chalets	Internal Walls and Doors	£1,500 B	3	3	3	0	3	9
Meadfoot Beach Chalets	External Walls, Windows and Doors	£3,000 B	3	3	3	0	3	9
King George V Pavilion	Internal Walls and Doors	£1,800 B	3	3	3	0	3	9
King George V Pavilion	Floors and Stairs	£2,000 B	3	3	3	0	3	9
King George V Barn	Electrical Services	£300 B	3	3	3	3	0	9
King George V Barn	Electrical Services	£900 B	3	3	3	3	0	9
Ilsham / Meadfoot Public Shelter	External Areas	£900 B	3	3	3	3	0	9
Furzeham Football Pavilion	Fixed Furniture and Fittings	£160 B	3	3	3	0	3	9
Eliacombe Sports Pavilion	External Walls, Windows and Doors	£1,000 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Sanitary Services	£2,480 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Sanitary Services	£8,580 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Mechanical Services	£1,500 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Internal Walls and Doors	£7,920 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Floors and Stairs	£5,550 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	Fixed Furniture and Fittings	£6,600 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	External Areas	£200 B	3	3	3	0	3	9
Cricketfield Pavilion Changing Room	External Areas	£1,200 B	3	3	3	0	3	9
Cricketfield Dwelling	Electrical Services	£100 B	3	3	3	3	0	9
Cricketfield Dwelling	Electrical Services	£500 B	3	3	3	3	0	9
Corbyn Toilet Block & Shelter	Roofs	£2,150 B	4	3	0	3	3	9
Clennon Valley Changing Rooms	Sanitary Services	£100 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	Redecorations (internal)	£1,120 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	Mechanical Services	£300 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	Internal Walls and Doors	£225 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	Internal Walls and Doors	£400 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	External Walls, Windows and Doors	£685 B	3	3	3	0	3	9
Clennon Valley Changing Rooms	External Walls, Windows and Doors	£925 B	3	3	3	0	3	9
Broadsands Beach Public Toilets	Internal Walls and Doors	£50 B	3	3	3	0	3	9
Broadsands Beach Public Toilets	Ceilings	£500 B	3	3	3	0	3	9
Broadsands Beach Public Toilets	Floors and Stairs	£500 B	3	3	3	0	3	9
Broadsands Beach Managers Kiosk	Redecorations (internal)	£700 B	3	3	3	0	3	9
Breakwater Beach Managers Hut	Redecorations (internal)	£800 B	3	3	3	0	3	9
Breakwater Beach Managers Hut	Mechanical Services	£1,000 B	3	3	3	0	3	9
Parkfield Rangers Offices	Redecorations (internal)	£1,250 B	3	3	3	0	3	9
Parkfield Rangers Offices	Floors and Stairs	£375 B	3	3	3	0	3	9

Parkfield Rangers Offices	External Walls, Windows and Doors	£175 B	3	3	3	0	0	3	9
Parkfield Rangers Offices	External Walls, Windows and Doors	£1,720 B	3	3	3	0	0	3	9
Parkfield Rangers Offices	Electrical Services	£75 B	3	3	3	0	0	3	9
Parkfield Rangers Offices	Ceilings	£420 B	3	3	3	0	0	3	9
Shoalstone Beach Changing Rooms	External Walls, Windows and Doors	£500 B	3	3	3	0	0	3	9
Oddicombe Beach Ladies & Disabled Toilets	Internal Walls and Doors	£7,500 B	3	3	3	0	0	3	9
Oddicombe Beach Ladies & Disabled Toilets	Fixed Furniture and Fittings	£125 B	3	3	3	0	0	3	9
Oddicombe Beach Gents Toilets	Sanitary Services	£435 B	3	3	3	0	0	3	9
Oddicombe Beach Gents Toilets	Floors and Stairs	£500 B	3	3	3	0	0	3	9
Upton Park Bowls Pavilion	Roofs	£125 B	3	3	3	0	0	3	9
Bank Lane Public Toilets	Redecorations (internal)	£2,500 B	3	3	3	0	0	3	9
Bank Lane Public Toilets	Mechanical Services	£250 B	3	3	3	0	0	3	9
Bank Lane Public Toilets	Mechanical Services	£500 B	3	3	3	0	0	3	9
Armada Park Changing Rooms	Internal Walls and Doors	£1,500 B	3	3	3	0	0	3	9
Armada Park Changing Rooms	Fixed Furniture and Fittings	£1,000 B	3	3	3	0	0	3	9
Armada Park Changing Rooms	External Walls, Windows and Doors	£2,500 B	3	3	3	0	0	3	9
Abbey Sands Beach Centre Toilets	Redecorations (internal)	£3,250 B	3	3	3	0	0	3	9
Abbey Sands Beach Centre Offices	Redecorations (internal)	£2,000 B	3	3	3	0	0	3	9
Abbey Sands Beach Centre Offices	Mechanical Services	£1,000 B	3	3	3	0	0	3	9
Youngs Park Promenade Store	Redecorations (internal)	£330 C	4	7	0	0	0	7	7
Youngs Park Gardeners Store	External Areas	£2,500 C	4	7	0	0	0	7	7
Bishops Place	Roofs	£420 A	2					7	7
Youngs Park Promenade Store	Roofs	£165 B	3	3	3	0	0	6	6
Youngs Park Open Shelters	Roofs	£50 B	3	3	3	0	0	6	6
Youngs Park Open Shelters	Roofs	£500 B	3	3	3	0	0	6	6
Youngs Park Open Shelters	Fixed Furniture and Fittings	£500 B	3	3	3	0	0	6	6
Windmill Hill Changing Rooms	Roofs	£350 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	Roofs	£450 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	Internal Walls and Doors	£550 B	4	0	0	0	0	3	6
Windmill Hill Changing Rooms	Internal Walls and Doors	£1,100 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	Floors and Stairs	£200 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	Fixed Furniture and Fittings	£400 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£50 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£150 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£350 B	4	3	0	0	0	3	6
Windmill Hill Changing Rooms	Ceilings	£800 B	4	3	0	0	0	3	6
Watcombe Beach Public Toilets	Roofs	£1,350 B	4	3	0	0	0	3	6
Watcombe Beach Public Toilets	Internal Walls and Doors	£400 B	4	3	0	0	0	3	6
Watcombe Beach Public Toilets	External Walls, Windows and Doors	£300 B	4	3	0	0	0	3	6
Victoria Park Basketball Court	Fixed Furniture and Fittings	£135 B	4	3	0	0	0	3	6
Vaughan Road Public Toilets	External Walls, Windows and Doors	£130 B	4	3	0	0	0	3	6
Unit 6 (5 Paik St)	Internal Walls and Doors	£1,450 B	4	3	0	0	0	3	6
Unit 04 First Floor -Harbour Office	Floors and Stairs	£100 B	4	3	0	0	0	3	6
Unit 04 First Floor -Harbour Office	Fixed Furniture and Fittings	£875 B	4	3	0	0	0	3	6
Torwood Gardens Public Shelter	Floors and Stairs	£100 B	3	3	3	0	0	6	6
Torwood Gardens Public Shelter	External Areas	£1,630 B	3	3	3	0	0	6	6
Torquay Coach Station Taxi Office	Roofs	£500 B	3	3	3	0	0	6	6

Torquay Coach Station Taxi Office	External Walls, Windows and Doors	£220 B	3	3	3	0	0	0	6
Torquay Coach Station Taxi Office	External Areas	£300 B	3	3	3	0	0	0	6
Torquay Coach Station Public Toilet	Ceilings	£500 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Sanitary Services	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Sanitary Services	£17,500 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Redecorations (internal)	£12,800 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£1,500 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Floors and Stairs	£2,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Ceilings	£1,000 B	4	3	0	0	0	3	6
Tor Hill Day Centre	Ceilings	£8,000 B	4	3	0	0	0	3	6
The Cottage	External Walls, Windows and Doors	£1,050 B	3	3	3	0	0	0	6
Temperance St Warehouse-Grnd Floor	Redecorations (internal)	£250 B	3	3	3	0	0	0	6
Temperance St Warehouse-Grnd Floor	Internal Walls and Doors	£250 B	3	3	3	0	0	0	6
Temperance St Warehouse-Grnd Floor	Internal Walls and Doors	£250 B	3	3	3	0	0	0	6
Temperance St Warehouse-Grnd Floor	Internal Walls and Doors	£515 B	3	3	3	0	0	0	6
Temperance St Warehouse-Grnd Floor	Internal Walls and Doors	£110 B	3	3	3	0	0	0	6
South Sands Public Toilets	External Walls, Windows and Doors	£50 B	4	3	0	0	0	3	6
Preston Beach Office	Redecorations (internal)	£65 B	4	3	0	0	0	3	6
Preston Beach Office	Redecorations (internal)	£125 B	4	3	0	0	0	3	6
Parkside Public Toilets	Redecorations (internal)	£1,000 B	4	3	0	0	0	3	6
Parkside Public Toilets	Internal Walls and Doors	£125 B	4	3	0	0	0	3	6
Paradise Walk Public Shelter	External Walls, Windows and Doors	£125 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£364 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£530 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£530 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£1,060 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£1,585 B	3	3	3	0	0	0	6
Palace Avenue War Memorial	External Areas	£2,115 B	3	3	3	0	0	0	6
Palace Avenue Public Toilets	Redecorations (internal)	£500 B	4	3	0	0	0	3	6
Old Town Hall Public Toilets	Internal Walls and Doors	£125 B	4	3	0	0	0	3	6
Oddicombe Store	Roofs	£1,250 B	3	3	3	0	0	0	6
Oddicombe Store	External Walls, Windows and Doors	£425 B	3	3	3	0	0	0	6
Oddicombe Store	External Walls, Windows and Doors	£1,350 B	3	3	3	0	0	0	6
Oddicombe Boat Store	External Areas	£150 B	3	3	3	0	0	0	6
Oddicombe Beach Huts & Chalets	Redecorations (internal)	£3,600 B	3	3	3	0	0	0	6
Meadfoot Public Toilets	Internal Walls and Doors	£250 B	4	3	0	0	0	3	6
Meadfoot Public Toilets	Internal Walls and Doors	£3,000 B	4	3	0	0	0	3	6
Meadfoot Public Toilets	Floors and Stairs	£500 B	4	3	0	0	0	3	6
Meadfoot Beach Chalets	Roofs	£3,000 B	4	3	0	0	0	0	6
Kings Gardens Public Shelter	External Walls, Windows and Doors	£150 B	3	3	3	0	0	0	6
Kings Gardens Ornamental Ponds	External Areas	£500 B	3	3	3	0	0	0	6
King George V Pavilion	Roofs	£500 B	4	3	0	0	0	3	6
Ilsham / Meadfoot Public Shelter	Floors and Stairs	£275 B	3	3	3	0	0	0	6

Hollicombe Ornamental Pond	External Areas	£2,000 B	3	3	3	0	0	0	6
Festival Restaurant	Roofs	£2,250 B	3	3	3	0	0	0	6
Daddyhole Plain Shelter	Floors and Stairs	£265 B	3	3	3	0	0	0	6
Daddyhole Plain Shelter	Fixed Furniture and Fittings	£275 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Sanitary Services	£500 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Internal Walls and Doors	£3,000 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Fixed Furniture and Fittings	£3,000 B	3	3	3	0	0	0	6
Cricketfield Dwelling	External Walls, Windows and Doors	£4,000 B	3	3	3	0	0	0	6
Corbyn Toilet Block & Shelter	Sanitary Services	£2,150 B	4	3	3	0	0	3	6
Corbyn Toilet Block & Shelter	Floors and Stairs	£1,200 B	4	3	3	0	0	3	6
Cockington Lodge	External Walls, Windows and Doors	£1,450 B	3	3	3	0	0	0	6
Cockington Lodge	External Areas	£150 B	3	3	3	0	0	0	6
Clennon Valley Changing Rooms	Redecorations (Internal)	£515 B	4	3	3	0	0	3	6
Clennon Valley Changing Rooms	Fixed Furniture and Fittings	£400 B	4	3	3	0	0	3	6
Broadsands Beach Managers Kiosk	Sanitary Services	£500 B	4	3	3	0	0	3	6
Broadsands Beach Managers Kiosk	Redecorations (Internal)	£850 B	4	3	3	0	0	3	6
Babbacombe Downs Public Shelter (Large)	External Walls, Windows and Doors	£1,000 B	3	3	3	0	0	0	6
Upton Park Bowls Pavilion	Floors and Stairs	£200 B	4	3	3	0	0	3	6
Upton Park Bowls Pavilion	Floors and Stairs	£400 B	4	3	3	0	0	3	6
Abbey Sands Beach Centre Shop	Roofs	£450 B	3	3	3	0	0	0	6
Abbey Park Tennis Courts	External Areas	£23,000 B	3	3	3	0	0	0	6
Abbey Park Tennis Courts	External Areas	£25,000 B	3	3	3	0	0	0	6
Abbey Meadows Pavilion	Mechanical Services	£1,000 B	4	3	3	0	0	3	6
Youngs Park Promenade Store	External Walls, Windows and Doors	£330 B	4	3	3	0	0	0	3
Torwood Gardens Public Shelter	External Walls, Windows and Doors	£450 B	4	3	3	0	0	0	3
Torwood Gardens Public Shelter	Ceilings	£500 B	4	3	3	0	0	0	3
The Old Clink	External Walls, Windows and Doors	£150 B	4	3	3	0	0	0	3
Tessier Gardens Gazebo	Floors and Stairs	£50 B	4	3	3	0	0	0	3
Princess Boat Booking Office No.1	External Walls, Windows and Doors	£1,200 B	4	3	3	0	0	0	3
Lincombe Drive Public Shelter	Ceilings	£450 B	4	3	3	0	0	0	3
King George V Barn	External Walls, Windows and Doors	£1,000 B	4	3	3	0	0	0	3
Ilsham / Meadfoot Public Shelter	Redecorations (Internal)	£105 B	4	3	3	0	0	0	3
Ilsham / Meadfoot Public Shelter	Fixed Furniture and Fittings	£555 B	4	3	3	0	0	0	3
Daddyhole Plain Shelter	Internal Walls and Doors	£490 B	4	3	3	0	0	0	3
TOTAL		£846,730							

JVC have been awarded all contracts below £50,000 (excluding major re-roofing contracts)
The R&M budget excludes all works for the Piers and Car Parks which are subject to Capital Bids.
The R&M budget excludes all works for Oldway Mansion and The Rotunda except for emergency repairs
The R&M programme is subject to change due to the on going condition surveys being completed and uploaded to TOAD



Report No: **xxx/2012** Public Agenda Item: **Yes**

Title: **Capital Investment Plan 2012/13 to 2015/16 – Draft for Scrutiny**

Wards Affected: **All Wards in Torbay**

To: **Council** On: **1st February 2012**

Key Decision: **Yes**

Change to Budget: **Yes** Change to Policy Framework: **No**

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1. What we are trying to achieve and the impact on our customers

1.1 The Capital Investment Plan is a means by which the Council delivers key parts of its aims and objectives. This report outlines the level of new resources likely to be available for capital spending and their allocation to capital schemes over the next four years in order to achieve some of these aims.

2. Recommendation(s) for decision

That Council (on 1st February 2012) approves:

2.1 the Capital Investment Plan for 2012/13 – 2015/16 (Appendix 1)

2.2 the initial four year allocation of funding to schemes/services for planning purposes to support the Capital Investment Plan 2012/13 to 2015/16 (paragraph A3.1).

2.3 the delegation of the approval of specific capital schemes in 2.2 above to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer.

3. Key points and reasons for recommendations

3.1 The Council needs to review and roll forward its 4-year Capital Investment Plan to enable forward planning of both the current capital plan and any additional projects for which new funding can be identified. This review needs to consider the demand for new investment, evidenced by the Capital Projects Reserve List and other known issues, compared with predictions of any new

resources that may become available in the next 4 years.

- 3.2 It should be noted that the Capital Investment Plan is a rolling four year plan that is updated every quarter for new resources and/or changes to projects and their funding/timing.

For more detailed information on this proposal please refer to the supporting information attached.

**Paul Looby
Chief Finance Officer**

Supporting information

A1. Introduction and history

- A1.1 The Capital Investment Plan for 2012/13 – 2015/16 is attached at Appendix 1. This is the Capital Investment Plan as reported for quarter two 2011/12 adjusted for any proposed changes in funding and schemes. (Note: the Plan will be updated prior to approval by Council in February 2012 for any funding announcements by central government).
- A1.2 The Plan (including the current financial year and only including government funding where announced) totals £71 million of which £32 million is expected to be spent in 2011/12 and the remaining £39 million is planned to be spent in the 4 years 2012/13 to 2015/16. The Council has not been notified of all allocations of funding for future years and some are indicative only. When funding is confirmed or updated these will be incorporated into the Plan.
- A1.3 The Capital Investment Plan is heavily influenced by the reduced levels of funding for Councils as part of the 2010 Comprehensive Spending Review for both capital and revenue expenditure. Where possible the impact of capital expenditure on the revenue budget, such as from schemes funded from prudential borrowing, will be kept to a minimum.
- A1.4 The Council remains fully committed to the South Devon Link Road as a high priority scheme for the Torbay area. As previously approved the Council will use resources such as revenue funding and community infrastructure levy (CIL) to fund the Council's £18m contribution to this important scheme.

A2 Estimate of Capital Funding

- A2.1 In the absence of future funding allocations, for planning purposes, a summary of estimated new capital funding, excluding borrowing, over the next four years is as follows:

Estimate - Nov 11	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Capital Grant					
- Allocated/Provisional	2.7	2.1	2.4	0	7.2
- Estimate	4.0	4.4	4.4	6.6	19.4
Capital Receipts					
- Estimate	0	1.0	1.0	1.0	3.0
Contributions					
- S106 Estimate	0.5	0.5	0.5	0.5	2.0
- CIL Estimate	0	0.5	0.5	0.5	1.5
Total	7.2	8.5	8.8	8.6	33.1

- A2.2 No supported borrowing allocations are expected from central government over the Comprehensive Spending Review period. This table excludes any additional grants that may be awarded by central government or other bodies

on a “bid” basis and any prudential borrowing schemes approved by the Council.

- A2.3 From the table above, for planning purposes, £33m can be used as the total new capital funding available for the next four years to be allocated to schemes, with the caveat that very little has been announced or received. (Where the government has previously made an announcement of future year allocations this is already included in the 2011/12 Capital Investment Plan). A prudent estimate has been made for both capital receipts and Community Infrastructure Levy.
- A2.4 Funding will only be added to the Capital Investment Plan when, on balance, the funding is likely to be received. Funding will be recorded in the Capital Investment Plan as an unallocated source of funding until approval for the scheme to commence is given. If the estimated funding in the table above is realised then the total Plan for current and future four years could reach £97 million.
- A2.5 In line with the proposed Capital Strategy “the Council allocates capital grant to projects in line with agreed priorities. Service intentions of the identified government body awarding the grant may be taken into account in determining allocations”.

A3 Initial Four Year Allocation of Funding to Schemes

- A3.1 Based on the estimate of new capital resources available over the next four years the proposed indicative allocations to services are shown in the table below.
- A3.2 Each scheme will be subject to examination of more detailed proposals. If following consideration, they do not fit within the priorities, there may be adjustments within the funding envelope. If additional resources become available from additional grants, capital receipts or developer contributions these will be added to the Capital Investment Plan prior to allocation to schemes/services. Therefore the total capital funding allocated to services over the four years of the Plan could be greater than the current prudent estimates made.

Scheme	£m
Employment Schemes – such as Riviera Centre investment	2.0
Torre Abbey – Council maximum funding pending English Heritage Grant and other income. *	2.0
Victoria Pier Structural Repairs – Council match funding to a bid for to the Environment Agency *	1.4
Grants for both Disabled Facilities and Childrens Adaptations	3.4
Affordable Housing (linked to S106 funding)	2.0
Provision for Infrastructure Works – allocation to be prioritised by service	2.0
Potential Capitalisation of redundancy costs for budget reductions in 2013/14 & 2014/15	1.0
Improving Leisure Facilities – such as Torbay Leisure Centre investment	1.2
Schools – Devolved Formula Grant (ring fenced)	1.1
Schools – Basic Need (including school places) and capital repairs – allocation to be prioritised by service	10.0
Transport – Structural Repairs and Integrated Transport – allocation to be prioritised by service	6.0
Adult Social Care – allocation to be prioritised by service	1.0
Total Schemes	33.1

Note * - some schemes are already part of the approved capital plan but funded from prudential borrowing. It is now proposed to use other capital resources to fund those schemes.

A3.3 In addition to the schemes in the table above the Capital Investment Plan will schemes in the current Plan such as schemes funded from prior year allocations and prudential borrowing schemes such as the South Devon Link Road and Princess Promenade.

A3.4 These schemes in the table above have been prioritised based on a number of factors. These include:

- funding of existing Council commitments – e.g Torre Abbey
- urgent infrastructure/repair works – e.g Infrastructure provision
- linked to funding requirements – e.g S106 for affordable housing
- link to central government allocations – e.g schools & transport
- statutory requirements – e.g Disabled Facility Grants
- Member priorities to support employment e.g Riviera Centre

A3.5 Detail of schemes on the Council capital reserve list can be found in the appendix to the Capital Strategy available on the Council's intranet.

http://insight/capital_strategy_2011_v1.0.doc

A3.6 Although indicative allocations have been made the schemes will only proceed once approved by the process described in paragraph A6 below.

A3.7 The approval of a four year allocation of funding enables flexibility in the timing of schemes where, as an example, more schemes could be approved in the initial years where the Council can support the temporary cash flow impact.

A4 Current Capital Investment Plan

A4.1 The current Capital Investment Plan (as at Quarter Two 2011/12) was presented to Council on the 8th December 2011. As approved in February 2011 the 2011/12 government (un ring-fenced) grants were allocated back to services in line with the government announcements. The unringfenced grants for future years that have been announced are now held “corporately” pending allocation to services. The Plan will continue to be updated on a quarterly basis as capital funding is confirmed and schemes approved.

A4.2 The current Capital Investment Plan contains three issues which are worthy of specific comment:

There is a requirement to generate a further £3.4m of capital receipts. The Economic Development Company estimates that this should be achieved by the end of 2012/13. Although this is still a risk until the funding is actually received.

The Office Rationalisation Project is now a £9.5 million project using prudential borrowing. This requires annual accommodation savings of approximately £0.665 million per annum to be realised to fund the borrowing costs of the revised project.

The current approved plan includes two schemes, South Devon Link Road and Princess Promenade, which will be funded from prudential borrowing if other funding sources cannot be realised. In this scenario this will result in annual ongoing revenue cost of approximately £1 million per annum for 25 years.

A5 Comparison of Council Allocation to Estimated Central Government (un ring fenced) Grant Allocations

A5.1 The DCLG website states the following in relation to capital grants

“The Spending Review provided freedom and flexibility to councils as part of the Coalition Government’s decentralisation agenda, as well as delivering a fair though challenging settlement for local government. In providing more freedom and flexibility, capital grants to councils have been greatly simplified. The majority of capital grants are now completely non-ringfenced, and there are far fewer different grant regimes for councils to deal with”.

A5.2 A summary of the Council’s provisional four year allocation compared to the estimated central government allocations is as follows:

Service	Torbay	Potential	Variance
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	Initial Allocation	Government Allocation	
	£m	£m	£m
Childrens – schools & social care	11.0	13.6 *	(2.6)
Transport	6.0	9.0	(3.0)
Disabled Facility Grants & Childrens adaptations	3.4	3.4	0
Adult Social Care	1.0	1.6	(0.6)
Total	21.4	27.6	(6.2)

* Future capital grants from the Department of Education could be diverted directly to Academy schools which could reduce the Council's grant funding in future years.

- A5.3 The table shows that £6.2m is proposed to be allocated from unring-fenced grants to other Council priorities which are primarily linked to infrastructure or asset repairs or employment related schemes. Although the DCLG have clearly stated that these grants are unringfenced it is unclear how the individual central government department will react to Councils prioritising on a local level. If the South Devon Link Road is included then the Council's total transport spend increases by £18 million.
- A5.4 However, as stated in paragraph A3.2 above, depending on actual scheme detailed proposals and additional resources the total capital funding allocated to services over the four years of the Plan could be greater than the current prudent estimates made.
- A5.5 If these grants are not used to support other Council priorities, these other schemes, if approved, will have to use prudential borrowing which will be funded from future year revenue budgets which will put additional pressure on the Council's limited revenue resources over the next three years.

A6 Capital Scheme Approval Process

- 6.1 Linked to the changes to the Capital Strategy the Council is proposing to fundamentally change the management of its capital plan for 2012/13 onwards.
- 6.2 The key stages in the revised process are as follows:
- a) Officers and Members identify and submit capital schemes, on an ongoing basis, to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer for inclusion in the capital reserve list in a specified format (an outline business case). If the initial business case is supported the scheme will be included on the Capital Reserve list for potential inclusion in the Capital Plan. The current reserve list in the Capital Strategy will be refreshed in line with the new process by March 2012.
 - b) Estimate of capital funding available for four years is made

- c) Capital schemes are prioritised in line with Capital Strategy and corporate priorities
- d) Council allocates un ring fenced capital grant funding to schemes in line with its priorities. Service intentions of the identified government body awarding the grant will be considered in determining allocations.
- e) Initial four year allocations of funding to schemes/services for planning purposes approved by Council as part of annual Capital Budget.
- f) Council delegates the approval of specific capital schemes within the approved capital plan in (e) above to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer.
- g) If a scheme is to progress further and be approved/funded there will be a requirement for a detailed business plan. This will apply to both new schemes and schemes identified for funding within the initial four year allocation of funding. Detailed business plan to be submitted to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer:
- If scheme is to be funded from initial four year (approved) allocations the scheme will be approved by Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer and progressed when funding confirmed or,
- if new funding, in addition to the approved four year allocation in (e) above, is to be used and if scheme is supported by Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer it will be recommended to Council for approval.
- h) Proposals for invest to save or self financing schemes, (usually financed from prudential borrowing), will also require a detailed business case to be submitted to the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer. If scheme is supported it will be recommended to Council for approval
- i) The capital plan will be updated and any recommendations for schemes to be approved by Council included in the next quarterly Capital Monitoring Report.
- j) Previous Council approvals for capital schemes to be funded from prudential borrowing will be considered for funding from future capital funding to avoid ongoing increased revenue costs.
- k) Other schemes that do not require financial support but include the use of Council assets as a Council contribution to a scheme will also be subject to the capital scheme approval process.

A7 Invest to Save Schemes/Self Funding Schemes

- A7.1 These are schemes that, although initially funded from prudential borrowing, will generate revenue savings or additional income to fund the revenue costs of the prudential borrowing. The current Plan includes a number of these types of schemes that have been previously approved by Council such as the Office Rationalisation Project.
- A7.2 These schemes will be subject to the approval process described in A5 above and if supported by the Chief Executive in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer will be recommended to Council for approval in the next quarterly Capital Monitoring report.
- A7.3 There are a number of schemes that have been identified that may be brought forward in the future to be included in the capital scheme approval process.

Scheme	Value £m	Annual Repay't £m	Total Repay't £m	Repay't years	Revenue savings/income
Innovation centre – RGF match funding	3.5	£0.235	5.9	25	Rental Income
Revenue Optimisation Project – Beach Huts *	1.0	£0.125	1.3	10	Charges Income
Productivity Improvement Project – Council Design	3.0	£0.370	3.8	10	Staff Savings

* note – Report due to be presented to Council December 2011.

- A7.4 Repayment periods shown above reflect the estimated asset life. If a service wishes to repay over a shorter period then the interest costs, and therefore the annual repayment in each year will be higher, however in total the repayments will be lower.

A8 Allocations to be Prioritised by Services

- A8.1 The initial four year allocation sets provisional four year totals for infrastructure works, transport, children's and adult social care. All these service areas have submitted schemes on the capital reserve list (within the Capital Strategy) in excess of the funding available. The services will have to consider the schemes that they wish to fund and consider the prioritisation of these schemes including the consideration that the specification proposed for each scheme is reduced.
- A8.2 Service proposals will then be submitted for approval as paragraph A5 above.

A9 Capital Receipts

- A9.1 The disposal of surplus and under-used assets to generate capital resources is critical to the development of the Capital Plan Budget.
- A9.2 The current Capital Plan requires £3.4 million capital receipts from asset disposal. To date (November 2011) the Council has generated £0.7m of this

total leaving a balance of £2.7m to be funded. The expected receipts from the sale of assets linked to specific projects, such as Old Paignton Library and the Tesco Development in Brixham will be supplemented by any receipts arising from the Asset Rationalisation Plan.

- A9.3 The Economic Development Company estimate that the current target will be met by the end of 2012/13.
- A9.4 The estimate of future funding (A2.1 above) has an additional capital receipt target of £1m per annum from 2013/14 onwards. There is still the possibility of significant receipts in the future from sites such as Churston Golf Club land and the disposal of land on Preston Down Road. The Council will continue to review the continuing economic climate and the impact it is having on land and building values.
- A9.5 Disposal of sites at low or nil value competes with achieving the disposal target required to fund other priorities and any new schemes. There are a number of circumstances where the Council could dispose of assets at nil or below market value. In each case the opportunity cost of a disposal at nil value will be subject to the Capital Scheme approval process:

Areas where this could arise are:

- Community Asset Transfer (or other community based transfer)
- Transfer to related companies such as Economic Development Company
- Transfer to Local Asset Backed Vehicle
- Transfer of Land for affordable housing schemes

- A9.6 Right-to-Buy sales by Sanctuary Housing on former Council house stock have dropped to very low levels. At this stage no assumptions of income for affordable housing from this source have been made. If any receipts arise they will be allocated to affordable housing.

A10 Other Funding

- A10.1 **Grants** – The options for bidding for additional capital grants have declined in relation to the Government's overall reductions in capital funding available to the public sector. In addition a number of government agencies are being abolished or merged such as the demise of Regional Development Agencies. The Council will aim to be aware of any funding opportunities from both existing bodies and any new/replacement bodies such as Regional Growth Funds.
- A10.2 **Section 106 (Planning gain) monies** – Any amounts expected in respect of Section 106 agreements will be applied and added to the Capital Plan when received and allocated in line with the conditions in the S106 agreement. Once the Community Infrastructure Levy is introduced in 2012 it is expected that only S106 contributions for affordable housing will be received.
- A10.3 **Community Infrastructure Levy (CIL)** - The Council is expected to introduce a CIL charging structure and the required Regulation 123 list during 2012. The Regulation 123 list is the list of infrastructure capital schemes that developers' contributions will be used to part fund. The prioritised allocation of the levy to Council schemes will be important as this funding replaces the S106 funding

that was used to support a range of schemes including transport and schools. This list will be closely linked to the Council's capital reserve list. A prudent income of £0.5m per annum has been included in the capital funding table above. It is anticipated that there will be a strong link from the CIL to local communities.

A10.4 New Homes Bonus - A potential new source of revenue funding that could be applied to support prudential borrowing is the New Homes Bonus that has been introduced by the Coalition government from 2011/12 that provides a revenue grant to Councils based on the number and type of houses built in their area.

A10.5 NNDR reforms – a potential funding source for capital projects resulting from the proposed changes to NNDR from 2013. Precise details are still unclear.

A10.6 Private Finance Initiative (PFI) – the Council already has a PFI scheme for Westlands and Homelands Schools and has committed to the Energy From Waste (EFW) Scheme with Plymouth City and Devon County Councils. When the EFW scheme is signed the Council's long term liabilities will increase by its share of the value of the total EFW liability asset to be repaid over 25 years.

A10.7 Sale of Council Investments – the Council has interests in a number of companies that could be disposed of at some point.

A10.8 Council Bonds – The Council could issue bonds to fund infrastructure works. The Local Government Association is expected to provide more detail on a "bond agency" in early 2012.

A11 Links to other Documents

A11.1 The proposed capital plan has links to other documents which Members may wish to refer to when considering the capital plan proposals. These include

a) Current Capital Plan – last revision in Quarter Two Capital Budget Monitoring report presented to Overview and Scrutiny in November 2011

b) Summary Capital Strategy – Council's approved policies for the allocation of capital funding to services.

c) Capital Strategy – available on the Council's intranet site.

d) Asset Management Plan 2011/12.

e) Community Infrastructure Levy Regulation 123 List – will be presented to Council during 2012 which will identify capital infrastructure schemes that CIL could be applied to.

f) Service specific capital plans such as the Local Transport Plan and the Primary Schools Strategy.

A12 Alternative Service Delivery

A12.1 The Council has been establishing alternative service delivery models or new

delivery vehicles that will generate investment and capital projects in Torbay without the requirement for cash support from the Council, although the Council contribution would be in the way of enabling the project and the transfer/strategic lease of assets.

A12.2 Developments in this category have and could include the creation of a Local Asset Backed Vehicle, social enterprises, transfer of land to the Economic Development Company and the leasing of land and assets to TOR2. In addition developers could be approached to fund or part fund Council projects in return for future income streams.

A13 Contingency

A13.1 The Capital Investment Plan of £71million has an overall contingency of £1.1 million equal to approximately 1.5% of the plan to meet cost overruns or shortfalls in funding.

A14 Treasury Management Strategy

A14.1 The impact of the proposals in the capital plan, revenue budget and medium term resource plan will be presented in the Council's 2012/13 Treasury Management Strategy.

A15 Affordability of Capital Plan and Prudential Indicators

A15.1 The Chartered Institute of Public Finance & Accountancy Code of Practice recommends a set of Indicators designed to help Councils to ensure their capital investment plans are "affordable", "prudent" and "sustainable".

A15.2 These indicators based on the proposed Capital Investment Plan and Revenue Budget are included as Appendix 2 to this report. The indicators do not raise any immediate concerns that the Council needs to address.

A16. Risk assessment of preferred option

A16.1 Outline of significant key risks

The main risks associated with reviewing the Capital Plan Budget are:

Risk	Impact	Mitigation
Impact of economic conditions on capital receipts and developer contributions.	Contributions and capital receipts could be lower	Use of professional advice of valuations Use of future "profit share" on developments
Reaction of central government departments to the Council's proposed use of local freedoms in allocating grants.	Future capital grants could be lower from individual departments or adverse publicity	Intentions of government departments part of the prioritisation process DCLG comments on local freedoms
Reduction in capital allocations	Limit spend to just "basic need" on schools and	All capital works to be prioritised and supported by

	transport.	detailed business case to target resources
Reduction in Council capital expenditure	Less fee income for Council staff working on capital projects Less income for suppliers including TOR2.	Staff allocated to other schemes
Uncertainty over future year government allocations for supported borrowing and capital grants.	Funding shortfall if schemes approved prior to funding	Funds only added to capital investment plan when confirmed or indicative announcements made.
The effect on service provision of not undertaking high priority projects	Access to key assets will be limited in the future because of public safety concerns.	£2m for prioritised infrastructure works included in investment plan
The robustness of business plans.	Costs and/or income understated	Detailed business case submitted to Chief Executive

A17. Other Options

A17.1 As the majority of capital funding from central government from 2011/12 is now unring fenced the Council has greater ability to allocate funding to its own local priorities.

A18. Summary of resource implications

A18.1 As this report is the proposed capital plan, there are no other resource implications at this stage of the Budget development process. When final recommendations on the approval of capital schemes are made there will inevitably be financial, personnel and property implications. These implications will be addressed by the requirement for a detailed business plan to be submitted prior to a scheme's approval.

A19. What impact will there be on equalities, environmental sustainability and crime and disorder?

A19.1 There is no immediate impact at this stage. The development of individual projects addresses these issues.

A20. Consultation and Customer Focus

A20.1 This report is part of the budget consultation process where the Mayor's budget proposals are open for scrutiny. The Corporate Asset Management Team, Commissioners and Overview and Scrutiny Board are consulted throughout the Budget development process.

Appendices

Appendix 1 Draft Capital Plan Budget 2012/13 – 2015/16

Documents available in members' rooms

None

Background Papers:

The following documents/files were used to compile this report:

Summary Capital Strategy
Capital Strategy 2011
Asset Management Plan
Medium Term Resource Plan

	Revised 4-year Plan Dec 2011					Total for Plan Period
	2011/12	2012/13	2013/14	2014/15	2015/16	
SUMMARY :	£'000	£'000	£'000	£'000	£'000	£'000
PROGRAMME :						
PLACE AND ENVIRONMENT	13,910	7,055	7,050	2,776	8,700	39,491
CHILDREN, SCHOOLS & FAMILIES	13,510	6,230	0	0	0	19,740
COMMUNITIES AND LOCAL DEMOCRACY	1,000	75	0	0	0	1,075
ADULTS AND OPERATIONS	3,069	3,717	1,612	2,459	0	10,857
TOTAL APPROVED PROGRAMME	31,489	17,077	8,662	5,235	8,700	71,163

FUNDING SOURCES :						
BORROWING						
Supported	2,165	700	0	0	0	2,865
Unsupported (Prudential)	3,124	4,562	4,988	2,500	8,700	23,874
GRANTS	22,068	11,134	3,444	2,735	0	39,381
CONTRIBUTIONS	309	138	0	0	0	447
RESERVES	427	300	54	0	0	781
REVENUE CONTRIBUTIONS	367	0	0	0	0	367
CAPITAL RECEIPTS						
Earmarked Asset Sales	2,257	0	0	0	0	2,257
Corporate/General Asset Sales	772	243	176	0	0	1,191
TOTAL FUNDING SOURCES	31,489	17,077	8,662	5,235	8,700	71,163

	Revised 4-year Plan Dec 2011						Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PLACE AND ENVIRONMENT							
RESIDENTS AND VISITORS							
Local Transport Plan							
Highway Capital Maintenance annual programme			1,173	0	0	0	1,173
Integrated Transport programme			772	0	0	0	772
RFA Tweenaway Cross Junction	4,174	3,150	1,024	0	0	0	1,024
South Devon Link Rd - Council contribution	18,089	948	641	2,462	2,838	2,500	17,141
On Street Parking meters	857	488	369	0	0	0	369
Other infrastructure							
Babbacombe Beach Road	70	0	70	0	0	0	70
Drainage & Coast Protection							
Princess Promenade (Western Section) Repairs	2,950	0	800	0	2,150	0	2,950
Torre Abbey Sands steps - substantial repair	441	396	45	0	0	0	45
Car Parks							
Multi-Storey Car Parks Refurb Programme - Phase I	1,200	1,199	1	0	0	0	1
New Growth Points Funding							
NGP - South of Tweenaway, Lane Improvement	1,093	9	1,084	0	0	0	1,084
NGP - Windy Corner Junction	199	9	190	0	0	0	190
NGP - Strategic Cycleway	400	113	287	0	0	0	287
NGP - Great Parks Access	500	33	467	0	0	0	467
			6,923	2,462	4,988	2,500	8,700
ENVIRONMENT POLICY (INCL WASTE)							
Barton Gas Safety Works	50	49	1	0	0	0	1
			1	0	0	0	1

	Latest Est Scheme Cost	Expend in Prev Years	Revised 4-year Plan Dec 2011					Total for Plan Period
			Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
PLACE AND ENVIRONMENT								
CULTURAL SERVICES								
<u>Libraries</u>								
Paignton Library Re-build	6,343	6,306	37	0	0	0	37	
<u>Museums</u>								
Torre Abbey Renovation - Phase 2 Design	284	267	17	0	0	0	17	
Torre Abbey Renovation - Phase 2	4,826	0	1,113	1,500	1,937	276	4,826	
Sport & Leisure								
Illuminations - replacement of Festoon Lighting	775	771	4	0	0	0	4	
Barton Playing Fields	61	39	22	0	0	0	22	
Barton Infrastructure	138	33	105	0	0	0	105	
Children's Playgrounds Renewal Programme	171	171	0	0	0	0	0	
Rock Walk Enhancement	3,699	3,639	60	0	0	0	60	
Oddicombe Cliff stabilisation	122	43	79	0	0	0	79	
Fitbay Projects	73	29	44	0	0	0	44	
			1,481	1,500	1,937	276	5,194	
ECONOMIC DEVELOPMENT								
<u>Brixham Regeneration</u>								
Harbour Development Phase 1&2 (Quay & Buildings)	19,530	19,170	360	0	0	0	360	
<u>Business Development</u>								
NGP - Torbay Innovation Centre Ph 3	512	69	443	0	0	0	443	
Sea Change - Cockington Court	3,014	2,449	565	0	0	0	565	
<u>Affordable Housing</u>								
<u>Grants to Housing Providers</u>								
Sanctuary - Dunboyne 39 Extra Care Units	1,239	619	620	0	0	0	620	
WCHA - Foxhole School site (30 units)	22	11	11	0	0	0	11	
Sovereign HA - Beechfield (102 units)	280	140	0	140	0	0	140	
Signpost HA - Rock Road (30 units)	200	0	100	100	0	0	200	
Hayes Road	625	250	0	375	0	0	375	
Hatchcombe Nurseries	0	0	0	0	0	0	0	
New Advances Budget to be allocated	562	0	437	0	125	0	562	
NGP - HCA Match Land Acquisitions	1,988	84	1,904	0	0	0	1,904	
			5,055	865	125	0	6,045	
Torbay Enterprise Project	750	385	115	250	0	0	365	
Empty Homes Scheme	500	0	500	0	0	0	500	

	Revised 4-year Plan Dec 2011							Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PLACE AND ENVIRONMENT								
TORBAY HARBOUR AUTHORITY								
<u>Torquay Harbour</u>								
Haldon Pier - Structural repair Phase I/2	3,072	1,794	450	828	0	0	0	1,278
Victoria Pier - Structural repair	1,400	0	0	1,400	0	0	0	1,400
			450	2,228	0	0	0	2,678
Total PLACE AND ENVIRONMENT programme			13,910	7,055	7,050	2,776	8,700	39,491
FUNDING SOURCES :								
BORROWING								
Supported			0	0	0	0	0	0
Unsupported (Prudential)			1,124	2,462	4,988	2,500	8,700	19,774
GRANTS			9,785	4,212	2,062	276	0	16,335
CONTRIBUTIONS			246	138	0	0	0	384
RESERVES			1	0	0	0	0	1
REVENUE CONTRIBUTIONS			167	0	0	0	0	167
CAPITAL RECEIPTS								
Earmarked Asset Sales			2,217	0	0	0	0	2,217
Corporate/General Asset Sales			370	243	0	0	0	613
TOTAL FUNDING SOURCES			13,910	7,055	7,050	2,776	8,700	39,491

CHILDREN, SCHOOLS AND FAMILIES	Revised 4-year Plan Dec 2011							Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHILDREN'S SERVICES								
<u>Pre-Primary & Primary</u>								
Foxhole Schools - Amalgamation	9,158	9,056	102	0	0	0	0	102
Primary Places 2011/12	200	0	100	100	0	0	0	200
Bxm CoE Prim - Ph 2	1,585	1,584	1	0	0	0	0	1
Curledge St - Remodelling	2,402	646	1,056	700	0	0	0	1,756
Roselands - Remodelling	1,500	1,299	201	0	0	0	0	201
Ellacombe - Remodelling	723	713	10	0	0	0	0	10
Shiphay Primary - Mobiles & SEN	1,070	1,063	7	0	0	0	0	7
Sherwell Valley Primary	1,057	987	70	0	0	0	0	70
Cockington Primary-Ch Cen & mobiles	1,960	1,955	5	0	0	0	0	5
Barton Primary Cap Project	4,500	83	817	3,600	0	0	0	4,417
Preston Primary - ASD Unit	1,500	60	390	1,050	0	0	0	1,440
Queensway RC Primary - Prim proj	2,254	2,250	4	0	0	0	0	4
Oldway Primary Disabled Changing Rooms	107	91	16	0	0	0	0	16
Oldway Primary Hall	1,200	310	890	0	0	0	0	890
SureStart/Early Years 2008/09 - 2010/11	28	28	0	0	0	0	0	0
Early Years Capital Grants	758	758	0	0	0	0	0	0
Centenary Way Childrens Centre	461	19	442	0	0	0	0	442
<u>Secondary Schools</u>								
Torquay Community College Re-build (Building Schools for the Future)	29,050	28,170	880	0	0	0	0	880
Torquay Girls Grammar Astroturf Fencing	79	69	10	0	0	0	0	10
Paignton Community Sports College - Astroturf pitch	1,821	1,757	64	0	0	0	0	64
Paignton Community Sports College Mobile Replce 14-19 Project	992	0	412	580	0	0	0	992
Paignton Community Sports College - Sports Hub	2,029	2,029	0	0	0	0	0	0
Cuthbert Mayne 14-19 Project	1,814	1,194	620	0	0	0	0	620
Westlands 14-19 Project	750	34	716	0	0	0	0	716
Education Review Projects	52	0	52	0	0	0	0	52

CHILDREN, SCHOOLS AND FAMILIES	Revised 4-year Plan Dec 2011							Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Special Schools</u>								
Combe Pafford Business Enterprise	451	445	6	0	0	0	0	6
Combe Pafford Construction Workshop	490	487	3	0	0	0	0	3
Mayfield expansion	420	20	200	200	0	0	0	400
<u>"All School" Initiatives</u>								
Condition & Modernisation Funding/Basic Need								
- Modernisation 2009/10	163	163	0	0	0	0	0	0
- Capital Repairs & Maintenance 2008/09	648	646	2	0	0	0	0	2
- Capital Repairs & Maintenance 2009/10	621	604	17	0	0	0	0	17
- Capital Repairs & Maintenance 2010/11	420	183	237	0	0	0	0	237
- Capital Repairs & Maintenance 2011/12	801	0	801	0	0	0	0	801
- Feasibilities	113	82	31	0	0	0	0	31
- Schools Access	1,597	1,477	120	0	0	0	0	120
- Special Education Needs - reactive works	254	190	64	0	0	0	0	64
- School Security	1,056	970	86	0	0	0	0	86
- Asbestos Removal	80	66	14	0	0	0	0	14
- 14-19 Diploma Delivery	688	653	35	0	0	0	0	35
Harnessing Technology	953	953	0	0	0	0	0	0
Short Breaks for Disabled Children	235	159	76	0	0	0	0	76
Play Builder (DCSF Grant)	1,001	1,001	0	0	0	0	0	0
Devolved Formula Capital	13,119	11,537	1,582	0	0	0	0	1,582
<u>Other Facilities</u>								
Youth Service schemes	298	241	57	0	0	0	0	57
Youth Capital Fund projects	261	261	0	0	0	0	0	0
Youth Modular Projects	441	358	83	0	0	0	0	83
My Place Parkfield	5,272	2,249	3,023	0	0	0	0	3,023
Foxhole Community Campus (contribution)	647	643	4	0	0	0	0	4
Foxhole Community Multi Use Games Area	179	157	22	0	0	0	0	22
EOTAS Halswell House	60	0	60	0	0	0	0	60
Children's care homes & facilities (public & private adaptations)	0	0	0	0	0	0	0	0
Minor Adaptations Childcare	325	203	122	0	0	0	0	122
Total CHILDREN, SCHOOLS AND FAMILIES programme			13,510	6,230	0	0	0	19,740

CHILDREN, SCHOOLS AND FAMILIES	Revised 4-year Plan Dec 2011							
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	Total for Plan Period
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
FUNDING SOURCES :								
<u>Confirmed</u>								
BORROWING								
Supported			2,034	700	0	0	0	2,734
Unsupported (Prudential)			0	0	0	0	0	0
GRANTS			11,391	5,530	0	0	0	16,921
CONTRIBUTIONS			63	0	0	0	0	63
RESERVES			10	0	0	0	0	10
REVENUE CONTRIBUTIONS			0	0	0	0	0	0
CAPITAL RECEIPTS								
Earmarked Asset Sales			0	0	0	0	0	0
Corporate/General Asset Sales			12	0	0	0	0	12
TOTAL FUNDING SOURCES			13,510	6,230	0	0	0	19,740

COMMUNITIES AND LOCAL DEMOCRACY	Revised 4-year Plan Dec 2011						Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING STANDARDS							
<u>Private Sector Support</u>							
Private Sector Renewal	196		121	75	0	0	196
Security for the Vulnerable	63	63	0	0	0	0	0
Insulation Scheme	80	40	40	0	0	0	40
Disabled Facilities Grants	839		839	0	0	0	839
Total COMMUNITIES AND LOCAL DEMOCRACY programme			1,000	75	0	0	1,075
FUNDING SOURCES :							
BORROWING							
Supported			0	0	0	0	0
Unsupported (Prudential)			0	0	0	0	0
GRANTS			960	75	0	0	1,035
CONTRIBUTIONS			0	0	0	0	0
RESERVES			0	0	0	0	0
REVENUE CONTRIBUTIONS			0	0	0	0	0
CAPITAL RECEIPTS							
Earmarked Asset Sales			40	0	0	0	40
Corporate/General Asset Sales			0	0	0	0	0
TOTAL FUNDING SOURCES			1,000	75	0	0	1,075

	Latest Est Scheme Cost	Expend in Prev Years	Revised 4-year Plan Dec 2011					Total for Plan Period
			Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ADULTS AND OPERATIONS								
ADULT SOCIAL SERVICES								
<u>Facilities</u>								
Mental Health Care Initiatives	711	523	188	0	0	0	188	
NGP - Education, Innovation & Research Centre	100	0	100	0	0	0	100	
Adult Personal Social Serv	443	0	443	0	0	0	443	
<u>IT</u>								
Adult Social Care IT Infrastructure	171	153	18	0	0	0	18	
			749	0	0	0	749	
COMMUNICATIONS & CUSTOMER SERVICES								
<u>IT Developments</u>								
Single Person View (IT)	200	0	200	0	0	0	200	
<u>Central Property Issues</u>								
Office Rationalisation Project Ph 2 - Project Remainder	9,500	5,400	2,000	2,100	0	0	4,100	
Solar Panels for Council Properties	0	0	0	0	0	0	0	
<u>Schemes funded from LPSA Performance Reward Grant</u>								
Comino DIPS system	190	189	1	0	0	0	1	
Customer First Telephony	170	157	13	0	0	0	13	
Libraries ICT renewal	126	123	3	0	0	0	3	
Partnership shared capital	146	144	2	0	0	0	2	
IT Infrastructure	191	145	46	0	0	0	46	
			2,265	2,100	0	0	4,365	
OTHER CORPORATE & CROSS-SERVICE ISSUES								
<u>Enhancement Prior to Sale</u>								
Works required prior to disposal of surplus assets	322	118	204	0	0	0	204	

	Revised 4-year Plan Dec 2011						Total for Plan Period
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ADULTS AND OPERATIONS							
<u>Govt Dept Non-ringfenced grants to be allocated to Projects</u>							
Allocated to projects	7,808 (3,400)		0 (750)	3,217 (1,900)	2,132 (750)	2,459 0	7,808 (3,400)
<u>General Capital Contingency</u>	1,131		(546)	1,317	1,382	2,459	4,612
			601	300	230	0	1,131
			601	300	230	0	1,131
Total ADULTS AND OPERATIONS programme			3,069	3,717	1,612	2,459	10,857
FUNDING SOURCES :							
BORROWING							
Supported			131	0	0	0	131
Unsupported (Prudential)			2,000	2,100	0	0	4,100
GRANTS			(68)	1,317	1,382	2,459	5,090
CONTRIBUTIONS			0	0	0	0	0
RESERVES			416	300	54	0	770
REVENUE CONTRIBUTIONS			200	0	0	0	200
CAPITAL RECEIPTS							
Earmarked Asset Sales			0	0	0	0	0
Corporate/General Asset Sales			390	0	176	0	566
TOTAL FUNDING SOURCES			3,069	3,717	1,612	2,459	10,857

Torbay Council Prudential Indicators 2012/13 and Future Years

DRAFT

The Chartered Institute of Public Finance & Accountancy Code of Practice recommends a set of Indicators designed to help Councils to ensure their capital investment plans are “affordable”, “prudent” and “sustainable”. The Indicators are as follows –

Affordability:

- Ratio of Financing Costs to Net Revenue stream
- Incremental impact of capital investment decisions on Council Tax
- that Net external borrowing does not exceed, except in the short term, the Capital Financing Requirement in the preceding year and next three years.
- Estimates of capital expenditure
- Estimates of Capital Financing Requirement
- Authorised limit for external debt
- Operational boundary for external debt
- Treasury Management Indicators

The matters required to be taken into account by the Council in setting or revising their prudential indicators are as follows –

- Affordability - implications for Council Tax & the Council’s resources generally
- Prudence and sustainability - implications of borrowing & whole life costs
- Value for money - option appraisal
- Stewardship of assets - asset management planning
- Service objectives - strategic planning for the authority
- Practicality - achievability of the forward plan

These issues are taken into account strategically through the development of the Asset Management Plan, the Corporate Capital Strategy, the Capital Projects Reserve List, the Medium Term Resource Plan and the current Revenue & Capital Budget review process.

These indicators are based on assumptions made in relation to the Council’s revenue and capital budgets for the following four years. These indicators relate very closely to assumptions on investment and borrowing within the Treasury Management Strategy.

The indicators are also based on guidance in the Prudential Code and the Practitioners’ Guide to Capital Finance (both CIPFA)

Prudential Indicators for Affordability

Ratio of Financing Costs to Net Revenue stream

This indicator shows how much of the net Revenue Budget is used to pay the costs of borrowing and other credit. It includes the costs of interest on borrowing and for setting aside provision for the repayment of principal, offset by investment income.

These costs are then shown as a percentage of the net Revenue Budget (to be met from General Grants and Council Tax). The change year on year shows the effect that capital investment has upon the overall financial strategy of the Council.

As capital projects take time to complete the effect on the Revenue Budget builds up over time. i.e. the full year effect of spending in 2012/13 is not an impact until 2013/14.

Revenue Costs of Capital - Estimated	Est. Outturn 2011/12	2012/13	2013/14	2014/15	2015/16
	£m	£m	£m	£m	£m
Interest on Borrowing & Other Finance	6.7	6.6	6.6	6.6	6.6
Debt Rescheduling	0.2	0	0	0	0
Finance Costs re PFI	0.5	0.5	0.5	0.5	0.4
Investment Income	(1.4)	(1.0)	(1.1)	(1.3)	(1.5)
Cost of Deferred Liabilities	0.5	0.5	0.5	0.5	0.5
Minimum Revenue Provision (MRP)	4.0	4.1	4.0	4.2	4.0
Direct Financing of capital from revenue	0	0	0	0	0
Total Financing Costs	10.5	10.7	10.5	10.5	10.0
Net Revenue Budget	126	122	122	122	122
Ratio - Including direct financing - Revenue	8%	9%	9%	9%	8%
Ratio – Excluding direct financing - Revenue	8%	9%	9%	9%	8%

In calculating this indicator the following assumptions are made –

- The calculation does not include Government support towards the costs of Supported Borrowing paid through Formula Grant or the PFI Grant
- The calculation does not include any repayment by services for schemes funded prudential borrowing.
- Direct Financing of Capital would have been funded from revenue budgets.
- Future year Council revenue budget similar level to estimate for 2012/13

Estimate of Incremental impact of capital investment decisions on Council Tax

This is the estimate of the incremental effect on Council Tax of capital investment decisions being recommended to Council in this report over and above the existing 4-year Capital Investment Plan already approved. It demonstrates the cost (or saving) of decisions to change the Capital Plan, which are included in the proposed Council Tax (Band D). This indicator is calculated by comparing the revenue cost of the existing Capital Plan with the estimated cost/saving of the proposed new Budget. It does not imply that Council Tax has to be increased or decreased by this amount but it indicates how much of the Band D Tax represents the marginal cost/saving of new investment.

	2012/13	2013/14	2014/15	2015/16
	£000's	£000's	£000's	£000's
Incremental impact of capital investment decisions on Council Tax	(65)	(312)	(312)	(312)
Equivalent % of Band D Council Tax (Torbay element only)	(0.1)%	(0.4)%	(0.4)%	(0.4)%

The calculation includes any expected changes in –

- Annual interest costs of new Borrowing
- Minimum Revenue Provision for repayment of principal
- New direct revenue funding of capital schemes falling on Council Tax (if any)

This indicator cannot be finally confirmed until the Revenue Budget is agreed – an illustrative 2012/13 Revenue Budget figure of £122m has been used in the calculation.

Prudential Indicators for Prudence

Net Borrowing and the Capital Financing Requirement

In line with best practice, the Council has adopted the CIPFA Code of Practice for Treasury Management and has an integrated Treasury Management Policy and therefore does not associate borrowing with particular schemes or types of expenditure. External borrowing can arise as a consequence of all the financial transactions of the Council and in daily cash management no distinction can be made between revenue and capital cash.

However over the medium term borrowing should only be undertaken for a capital purpose. To demonstrate this Net Borrowing except in the short-term) should not exceed the Capital Financing Requirement (CFR). (The CFR indicator measures the Council's underlying need to borrow for a capital purpose over the medium term).

	2011/12 Estimate £m	2012/13 Estimate £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m
Borrowing as at 31/03/xx	153	153	153	153	153
Less Investments as at 31/03/xx	(82)	(67)	(64)	(63)	(59)
Net Borrowing	71	86	89	90	94
Long Term Liabilities as at 31/3/xx	10	10	9	8	58 *
Net Borrowing & Long Term Liabilities as at 31/3/xx	81	96	98	98	152
Capital Financing Requirement as at 31/3/xx	139	140	141	139	194 *

* The Council is working in partnership with two other Councils in relation to a PFI scheme for an "Energy from Waste" Plant in Plymouth. If an assessment of the contract results in the Council recognising an asset and a liability for the plan this will significantly increase the Council's overall long term liabilities. For these indicators a liability of £50 million has been assumed from 2015/16.

Prudential Indicators for Capital Expenditure, External Debt & Treasury Management

Estimated Capital Expenditure

This is the Estimated Capital spend for the forthcoming and future years as per the proposed 4-year Capital Investment Plan.

	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m
Capital Expenditure in year	17	9	5	9

Authorised Limit for External Debt

This is the Statutory “affordable borrowing limit” required under section 3(1) of the Local Government Act 2003. Impending breach would require the Council to take avoiding action. The Limit approved for 2011/12 was £228m.

Included in this limit is any long term liability the Council has such as the Schools PFI arrangement. With the introduction of International Financial Reporting Standards the Council is likely to have more long term liabilities.

	2012/13	2013/14	2014/15	2015/16
Borrowing	182	187	192	197
Other Long-term Liabilities	10	9	8	58
Total Authorised limit	192	196	200	255

The proposed limits are calculated having regard to the Council’s existing commitments, approved Capital Budget and the proposals for new spending contained in the Capital Budget Report. In addition to the Basic assumptions above, the Limits allow for the following –

- consistency with the Council’s Treasury Management & Annual Investment Strategy
- an anticipation of the “worst case scenario” for daily cashflow providing headroom over the Operational Boundary and incorporating risk analysis of slippage in spending and income receipts
- the option to borrow funds to finance the Capital Plan budget in advance of projected spending if market forces indicate this is financially advantageous
- provision to allow Prudential Borrowing for new “spend-to-save” schemes or to consider alternative financing options
- the projected Capital Financing Requirement above

Operational Boundary for External Debt

This is the most likely, but not worst case scenario for day-to-day cash management purposes. This indicator provides an early warning for a potential breach in the Authorised Limit. The CIPFA Prudential Code recognises that this Indicator needs to provide a realistic pointer that treasury operations are within affordable and statutory limits. Occasional breach of this limit is not serious but sustained breach would

indicate that prudential boundaries the Council has set may be exceeded, requiring immediate Council action.

	2012/13	2013/14	2014/15	2015/16
Borrowing	163	163	163	163
Other Long-term Liabilities	10	9	8	58
Total Operational Boundary	173	172	171	221

The Limit is based upon the same assumptions used for the Authorised Limit but assumes a more likely scenario for slippage in spending and income receipts than taken for the Authorised Limit. It does not have the additional headroom for unusual cash movements and is consistent with the cost of financing estimates used for the purpose of setting the Revenue Budget.

Capital Financing Requirement at 31 March 2012

This indicator measures the Council's underlying need to borrow to fund capital projects and dictates the amount of money the Council has to set aside from its Revenue Budget (Minimum Revenue Provision) as provision for repayment of any actual debt it incurs. It increases as a result of Capital spending where resources are not set aside immediately from capital receipts, grants, contributions and revenue.

The outturn figures are derived from the Balance Sheet by consolidating a number of categories including Non Current Assets, Capital Financing, Revaluation Reserve and the Capital Adjustment Account.

Capital Financing Requirement as at 31/3/xx	Outturn 2011/12
	£m
Opening Balance	138
Capital Expenditure in Year funded from Borrowing (est)	5
Revenue Provision for repayment of Principal	(4)
Capital Financing Requirement at Year End	139
<i>Net Debt including long term liabilities</i>	<i>£81m</i>

Estimate of the Capital Financing Requirement (CFR)

This indicator measures the Council's underlying need to borrow for a capital purpose. It is derived from Balance Sheet values including Fixed Assets and increases as a result of Capital spending not financed immediately from capital receipts, grants, contributions and revenue.

	2011/12 Estimate	2012/13	2013/14	2014/15	2015/16
Capital Financing Requirement	139	140	141	139	194

Prudential Indicator in respect of Treasury Management

The Council has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sector Guidance Notes. The CIPFA Code of Practice on Treasury Management was last adopted by the Council on 25th March 2010.

The Treasury Management Strategy is closely linked to the Council's Capital expenditure plans. Any proposals to vary the Council's external debt for capital purposes will be undertaken in accordance with that Strategy. The Prudential Indicators for Treasury Management, which form part of the Council's 2012/13 Treasury Management Strategy, are provided and explained further in that document to be presented to Council in February.

Additional Prudential Indicators in respect of Treasury Management, including the limits for Fixed and Variable interest rate exposure, are also presented in the Treasury Management Strategy Report to Council.

Medium Term Resource Plan

1. Overview

- 1.1 The Medium Term Resource Plan (MTRP) is a key financial planning document and supports the council in ensuring it uses its resources in the best way possible to meet the needs of communities in the Bay and to plan effectively for the use of those resources in the medium term. For 2012 – 2015 the MTRP is more important than ever as the council faces an unprecedented financial challenge.
- 1.2 The purpose of this plan is to provide the context for which the Council needs to consider and address the implications of the next 3 years of the Comprehensive Spending Review (CSR) in conjunction with the new Mayor and administration and the development of the Council's Corporate Plan and priorities.
- 1.3 Members will be aware of the significant challenges the council faces due to the ongoing uncertainties about the international and national economic position as well as the impact upon the local economy. The government's deficit reduction programme is the policy used to resolve the country's national debt and is having a direct impact upon local authorities and Torbay with significant reductions in government grant over the 4 years of the Comprehensive Spending Review period.
- 1.4 The Plan highlights the financial challenges faced by the council and the fact this Plan estimates the Council will have to close a budget gap of approx £21m in the next three years based upon existing service demands and "normal" budget pressures including inflation and demographics for the Bay.
- 1.5 The format for this Plan is to provide a summary of the key outcomes of the Comprehensive Spending Review (CSR) and Local Government Finance Settlement, highlighting the planned reduction in core government funding to Councils of 28% in real terms over the four years of the CSR. The impact upon reductions to capital funding is set out within the council's capital Strategy
- 1.6 Whilst the council is committed to making further savings due to the scale of the challenge faced it is inevitable that some services will face reductions or will be subject to significant changes. The Council has a good track record in making savings while improving its performance and the quality of its services – as part of the 2011/12 budget savings £3.9m were efficiency savings.
- 1.7 Despite these difficult times, the council's strategy will be to deliver value for money services and quality services and an affordable council tax level for local residents. The council has already embarked upon a consultation exercise with residents and stakeholders on the scale and type of reductions to services to address the budget gap in 2012/13.

2. National Context

- 2.1 A new coalition Government was elected in May 2010 facing a large public sector deficit following the global financial crisis and the recession. The

government, at the time, made reduction of the nation's budget deficit its top priority and immediately it gave an indication that it was expecting the public sector to shoulder a significant reduction in planned expenditure over the four year period from 2011. As a consequence Torbay will receive significantly less government funding during the period to 2015 and it is likely that any real terms increases to funding for local government may not occur during this decade. These reductions have to be set in context of the Council having to absorb the impact of rising costs, in particular to meet the care needs of an increasingly elderly and frail population as well as additional pressures within Children's Social Care.

- 2.2 One of the first moves the government made, in June 2010, was to announce a range of in-year budget reductions, both revenue and capital resources, as well as some planned policy changes. The council approved a revised budget in September 2010 and despite the reduction in the council's grant it was still able to declare an underspend at the end of the financial year.
- 2.3 The Chancellor announced the Comprehensive Spending Review on 20 October 2010 for the period covering the financial years 2011-12 to 2014-15. The CSR set out the government's plans for addressing the national deficit over the next four financial years. At a strategic level it indicated that Local Government would see a 28% real terms reduction in resources over the four year period. Initially the Chancellor indicated that the reductions would be phased equally over the 4 year period, but the figures for 2011-12 indicated that this would not be the case. The target reduction for local government was more severe than for most other parts of the public sector.
- 2.4 The CSR allocated spending levels for Government Departments and it was for each of the Departments then to allocate in detail the funding over areas of spend. The Department for Communities and Local Government (DCLG), which is responsible for Local Government spending, released provisional grant figures for 2011-12 on 13 December 2010, and 2012-13 and final allocations were confirmed in January 2011.
- 2.5 This announcement, along with other specific grant announcements, allows the Council to plan with a degree of certainty with respect to grant income levels for 2012-13 but will not be able to plan with such certainty for the following 2 years given the lack of detail. An early indication of years 3 and 4 allocations would greatly assist the council's medium term planning, however this is unlikely until the autumn of 2012.
- 2.6 For the last two years of the CSR, assumptions will have to be applied using the forecast figures included in the CSR and some form of pro-rata approach being applied. This forecasting has been further complicated by the government announcing during the summer its intention to "top slice" funding for local government to provide additional support for schools who become Academies. The council has estimated that this could result in a reduction in grant of £0.5m – (it is difficult to calculate the exact on funding due to the complexities of the local government finance system). The council is waiting for further details on the impact of this change which may not be known until later in the year.
- 2.7 Another feature of the finance system announced by the government in 2010 was for local authorities who froze their council tax in 2011/12, the resultant loss to their council tax income would be funded at a rate of 2.5 per cent in each year of the Spending Review period. All councils in England

subsequently took advantage of this offer, and froze their council taxes. For Torbay this meant a council tax grant of £1.7m in 2011/12.

- 2.8 The government extended this for a further year in 2012/13. It is expected Torbay will receive a similar level of grant compared to the previous year but this grant is only available for one year. For financial planning purposes it is assumed the grant will not extend beyond one year. Therefore this loss of council tax income needs to be addressed in year three of the plan.
- 2.9 In addition, in terms of medium to longer term, the government has not confirmed what will happen in the next CSR period and whether the council tax grant announced in 2010 will become a permanent feature of the financing of local government. If it is removed this will create a budget pressure of £1.5m in 2015/16.

Local Government Resource Review

- 2.10 On 18 July 2011, the Secretary of State for Communities and Local Government, Eric Pickles MP, made a statement in Parliament and launched a consultation paper concerning proposals for business rates retention. The consultation paper sets out the government's general proposals for a business rates (NDR) retention system to be effective from April 2013.
- 2.11 The review, in line with the direction of general government policy, seeks to remove the centralised control of local government finance that currently exists, and provide local government with greater autonomy over locally raised resources, and a greater connection with the success and growth of local businesses.
- 2.12 As part of the consultation paper, the government has provided numerous complex options as to how the scheme will work and officers are assessing the implications and potential impact upon Torbay. It is expected that all local authorities will be guaranteed a base line position for the amount of Business Rate income they will receive. Local authorities will be able to retain any additional income above the baseline which provides all local authorities with a clear incentive to encourage business growth.
- 2.13 It is essential that Torbay's is not adversely affected by any changes introduced - given the lack of business income from the area. However this will not be clear until the government provides their recommended approach and details as to how the new arrangements will work in practice. Therefore this must be recognised as a significant risk to the council but for the purposes of this report the Council can only plan on an "equivalent regime" basis for the years in question.
- 2.14 Another significant change announced by the government is the proposal for the localisation of council tax benefit whereby local authorities will determine their own local scheme for council tax benefit from April 2013. This includes a 10% reduction in the council tax benefit grant allocated to all local authorities which equates to approximately £1.6m for Torbay. The consultation for this proposal closed on 14 October and a response from the government is expected later in the year.
- 2.15 Early analysis has identified that these changes will have a significant impact upon local residents within the **Page 117** need to be considered in the

context of other Welfare Reform changes. For the purposes of this plan no additional costs have been assumed for the introduction of the new scheme. However, this will be revisited once the government announce details of the final scheme and when officers can assess any additional cost pressures in 2012/13 in the run up to the implementation of the scheme. In addition, depending upon the outcome of the consultation process the council will need to consider the full impact of any reduction to the council tax benefit grant and whether this will be funded from reductions in benefit payments to residents or funded from council tax payers.

3. Income Assumption – Formula Grant

- 3.1 The CSR announcement in October 2010 suggested that, over the 4 year period, the level of grant from the Government would fall by some 28% in real terms. The early signs for Torbay indicate that the Council will see substantial falls in its formula grant when the grant settlement for Local Authorities was announced as shown in the table below:

	2011 – 2012 £	2012 – 2013 £	2013 – 2014 £	2014 – 2015 £
National Settlement	26.1 bn	24.4 bn	24.2 bn	22.9 bn
Torbay Settlement	62.421 m	57.920 m	n/a	n/a

- 3.2 Therefore, for planning purposes, we can be clear about the level of Formula Grant for 2012-13 but we need to make certain assumptions regarding the following 2 years. Nationally the level of grant is expected to fall by 1% between 2012-13 and 2013-14 and by a further 5.4% to 2014-15, which if applied to Torbay could mean levels of grant of £57.445m and £54.360m respectively. However, the national settlement included funding for the transfer of Public Health to local authorities in 2013/14 which will be a ring fenced grant. For planning purposes it is assumed that the formula grant available for existing local authority activities will be £55.024m.

- 3.3 However, we need to apply some sensitivity analysis to these figures for planning purposes and for this area it is suggested that a range of +1% and -8.5% be applied in the first year and +1% and -8.5% in the second with the lower percentages reflecting the maximum level of grant reduction which the Government allowed in the 2011-12 settlement. This would then give estimates of grant for the years in question of £55.024m (with a range between £57.445m and £53.000m) and £54.360m (range £54.903m and £52.560m).

	2011 – 2012 £	2012 – 2013 £	2013 – 2014 £	2014 – 2015 £
	Actual	Provisional	Estimated	Estimated
Torbay Settlement	62.421 m	57.920 m	55.024m	54.360m

- 3.4 In addition to these reductions it should be noted that Torbay continues to suffer through “grant damping”, with its formula grant allocation reduced by £4m in 2011/12 rising to £4.2m in 2012/13, to be transferred to top up the

grant allocations for other local authorities. The estimated grant figures for 2013/14 and 2014/15 are based on the fact damping continues in the last two years of the CSR.

4. Income Assumption – Other Government Grants (Direct and Indirect)

4.1 In response to lobbying by the Local Government Association, successive Governments have moved to amalgamate a number of specific grants into either one, large, specific grant or absorb grants into the Revenue Support Grant. The Government has made a significant move to this overriding objective by significantly reducing the number of grants received by the council and ending almost all ring fencing of revenue grants from 2011-12 – another issue local government has been lobbying for in recent years. The current position is that the main revenue grants received by the Council are:

- Early Intervention Grant (EIG)
- Council Tax Freeze Grant (CTG)
- NHS Funding (NHS)
- Dedicated Schools Grant

The Council does receive other grants such as DSG (where the majority goes directly to schools), Benefit Administration Grant (which is treated as part of the revenue account), Local Services Support Grant and a number of other smaller grants which are treated as “de minimus” for this purpose.

4.2 As with the formula grant, certain figures can be clearly identified and others can be inferred from the CSR and DCLG announcements. In terms of assessing the future years, whilst DFE grants are generally showing real increases, the initial projections for EIG are based upon the “8.5% maximum reduction”, the CTG is due to be fixed for the period of the CSR and the NHS funding is supposed to remain at £2bn nationally for the period of the CSR. Therefore, using the same principles as shown in section 3, we might expect the following grant levels:-

Grant	Approach	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
EIG.	Local / National	6,007	6,117	5,600	5,120
CTG 11/12	Known	1,539	1,539	1,539	1,539
CTG 12/13	Estimated	n/a	1,539	0	0
NHS	Local / National	2,322	2,224	2,224 (estimated)	2,224 (estimated)
		<u>9,868</u>	<u>11,419</u>	<u>9,363</u>	<u>8,883</u>

5. Income Assumption – Council Tax

5.1 Council Tax income is dependent upon 3 elements in the calculations, namely the Council Tax base, the level of Council Tax and the assumed level of in-year collection. For 2011/12 the base rose by 0.56%, the Council Tax remained at the same level as the previous year (£1,261.17) and the in-year collection rate was assumed to continue to be 96.5%.

- 5.2 Despite the recession, the number of properties on the Council Tax list has continued to rise through a combination of new build properties, conversion of existing properties from one large unit into a number of smaller properties and a number of other properties being brought back into use. In terms of growth in the base, the 0.5% rise witnessed between 2010/11 and 2011/12 may be a reasonable assumption and therefore for planning purposes, a similar level of growth is projected across all years of the plan. In terms of sensitivity, it is considered that only a downward move is appropriate and therefore the sensitivity analysis looks at only 0.25% growth in the base.
- 5.3 Associated with the increase in the tax base, is the assumed level of collection in-year of Council Tax due. Due to the impact of the recession, the Council reduced its collection rate from 97.5% to 96.5% some years ago. However, the level of council tax collection has remained above the 96.5% so one option would be to increase this to 97%. However, this decision needs to be kept under review for two reasons:
- i) with the continuing impact of the economic downturn, it may not be prudent to increase the rate of collection.
 - ii) in previous plans due to the relatively high level of Council Tax Benefit paid out, it was reasonable to consider retaining an assumption of 96.5% for the period of this plan. However depending on the final decision with respect to localisation of council tax benefit, this level of collection could be at risk if low income residents see a reduction in their council tax benefit and fall into arrears.
- 5.4 The above paragraph dealt with in-year collection rates but the Council still continues to collect outstanding debts in the following years which then fall into the Collection Fund and are applied in the following financial year following collection. In 2011/12 £1.2m was applied from the fund and given an assumption that the Council will continue to eventually collect 98.5-99% of the original debt and the in-year figure is not changing then it is reasonable to assume that the level of income from the Collection Fund will not vary.
- 5.5 The final determinant for external income is the level of Council Tax. In 2011/12 the Council set at rate of £1,261.17 per Band D property which reflected a nil increase over 2010/11. This was very much based upon the financial incentive given by the Government in the form of a specific grant for 4 years, irrespective of future Council Tax rises. The government announced a further one year incentive to local authorities to continue with a further freeze in council tax. The government announced this funding is for one year only.
- 5.6 For the purposes of this plan it is assumed the council will have a council tax freeze for a second year. The plan also assumes council tax income will increase by a further 2.5% in the last two years of the CSR period. If this proposal is approved by Members, this would mean the one year “discount” offered by the government in 2012/13 would have to be reversed in 2013/14 resulting in a council tax increase of 5% in 2013/14 and 2.5% in 2014/15. The impact of this decision is reflected in the table below.

	2011/12 Actual £'000	2012/13 Estimate £'000	2013/14 Estimate £'000	2014/15 Estimate £'000
Council Tax Base	48,820	49,073	49,318	49,554
Council Tax Level (Band D)	1,261.17	1,261.17	1,324.23	1,357.33
Council Tax Income	61,571	61,890	65,308	67,261

6. Summary Income Position

6.1 Pulling together all the information identified in sections 3, 4 and 5 gives the main sources of income shown in the table below.

	2011/12 Actual £'000	2012/13 Estimate £'000	2013/14 Estimate £'000	2014/15 Estimate £'000
Formula Grant	62,421	57,920	55,024	54,360
Council Tax	61,571	61,890	65,308	67,261
Collection Fund	1,209	1,200	1,200	1,200
Uncommitted Income	125,201	121,010	121,532	122,821
Other Grants	9,868	11,419	9,363	8,883
Total External Income	135,069	132,429	130,895	131,704

7. Reserves

7.1 The Council annually revises the level and appropriateness of the reserves being held by the Council following recommendations from the Chief Financial Officer taken in the light of the requirements of the Local Government Act 2003 and CIPFA guidance. A review of reserves is currently being undertaken in the Autumn of 2011 and it is not expected that any significant reserves will be released.

7.2 Due to a number of spending decisions and commitments in 2011/12 the level of uncommitted reserves will fall by the end of 2011/12. However, the final level of reserves will be dependant on how the council manages its in-year spending pressures and the cost of redundancies which will arise from the required reductions in staffing levels to meet the 2012/13 budget targets. Any redundancies will be funded from the CSR reserve and are estimated to be £1.5m – similar to the costs incurred as part of the 2011/12 budget.

8. Expenditure Pressures – Base Assumptions

8.1 To some extent the estimation of expenditure pressures facing the Council are assessable given certain assumptions. The starting point is clearly the 2011/12 base budget from which projections can be made using known or

estimated data on such areas as:

- (a) Existing commitments in future years;
- (b) Projected inflation; and
- (c) Demographic changes in the population.

although this is not a fully exhaustive list and the council has used zero based budgeting to challenge existing service budgets.

8.2 The starting figure for the plan is the 2011/12 budget and that the services provided in that figure will continue at the same level and performance. On top of this are certain key assumptions which have been applied and these are:

- (a) Pay inflation: An assumption of a 0% rise is made for 2012/13 for staff in line with Government expectation followed by rises of 2% in each of the following years.
- (b) Increments. These are gradually being reduced over the period of the plan to reflect the impact that job evaluation will have on pay and grade structures - £0.3m
- (c) General inflation: Inflation is a routine and unavoidable cost pressure for Torbay and is part of the council's budgetary process. A unique inflationary factor is applied to over 40 individual items of expenditure with reference to ONS estimates - £2.0m.

Historically local authorities have suffered inflation that has been at a higher level than the RPI. However, due to the challenging financial environment faced by the Council, unless there are significant inflationary pressures for specific costs pressures a strategic decision has been taken that all inflationary factors will be no higher than 2% - which is significantly lower than the current rate of RPI and CPI.

If inflation continues to remain high, services will need to find additional savings or efficiencies to offset higher rates of inflation. However, all contractual inflation will be amended in line with the appropriate contract and an additional uplift will be applied for energy costs such as electricity and gas. Other cost rises such as landfill tax are significantly in excess of any inflation index. The current level for landfill tax is £56 per tonne and will rise by £8 per tonne to £64 per tonne in 2012/13; this represents a 14.3% increase and will cost the Council an estimated £180,000 in 2012/13.

- (d) Capital Programme. Whilst the overall capital programme will be considered as part of the Capital Strategy, there are inevitable impacts of the programme on the revenue budget. For the purposes of this exercise it has been assumed that any new additions approved by council to the approved capital plan in 2013 and beyond which have not already been identified, will be funded by capital grant (with no revenue borrowing implications) or if borrowing is used (assume to be prudential borrowing) then this will be offset by new revenue streams or assumed savings.

9 Service Pressures

- 9.1 Irrespective of the overall resources made available to the Council, there will continue to be increased demand for services and an expectation from residents that some service levels are at least maintained during this predicted period of austerity. However, in addition to the reduction in funding for the Council and the impact this will have, the expected cuts to all public spending across all government bodies will have a disproportionate impact in a deprived area such as Torbay as there is a general trend for more deprived areas to face relatively larger percentage cuts through the total impact of public taxation changes.
- 9.2 The Bay's economy is relatively weak when compared to other regions of England. The GDP in the Bay continues to remain low with low median earnings for local residents. A key risk of any public sector cuts is the impact upon the Bay which is heavily reliant upon the public sector for employment and wealth generation.
- 9.3 Furthermore, there is continued uncertainty as to whether the country will go back into a recession due to the ongoing concerns within Europe and North America. Locally the economic conditions are weak and if the country falls back into recession this will have a significant impact upon the Bay with the subsequent impact upon welfare advice, housing benefit applications and business support services. This year there was not the expected summer seasonal reduction in Benefit claims that would normally accompany increased business activity and employment in the tourist and retails sectors. The housing benefit case load, as at the end of September is over 20,108 live cases and is expected to continue to rise for the foreseeable future.
- 9.4 The Council needs to develop a realistic Strategy that is flexible and able to respond to the conflict of significantly reduced resources but ongoing services demands and needs reflected in the local economy of the Bay and the need to protect the most vulnerable members of the community.
- 9.5 A summary of some of the service pressures which the Council will still be faced with and emerging pressures that may arise once the full impact of the cuts to public expenditure are realised are listed below. This will need to be addressed from a diminishing resource base:
- The impact of rising unemployment and workless rates within the local economy and impact upon young adults not in education, employment or training (NEETS).
 - The pressure within the Bay for affordable homes and the impact of public sector reductions on increased numbers of homelessness and increased demands for social housing.
 - Service pressures within Children's Services with the increased numbers of children looked after within the Bay and the need to deal with the ongoing Safeguarding issues. The number of Children Looked After have increased steadily from 199 at November 2010 to 247 at the end of September and the number of Torbay children on child protection plans has risen from 220 at March 2011 to 249 at the end of August 2011.
 - The changing demographics within the Bay mean service demands will

continue within Adults Social Care due to increasing client numbers with ever increasing and complex needs. The Trust also has similar Safeguarding issues to deal with, along with the impact of the proposed restructuring and reform of Social and Health Care.

- The Waste agenda will have significant ongoing cost pressures for the Council. The Council has a contractual obligation with TOR2 and savings will be delivered over the course of the contract. However with the impact of increasing landfill tax charges for disposal of waste, the Council has recently approved the PFI procurement for the Energy to Waste plant in partnership with Devon and Plymouth council's and this will deliver long term savings for the Council.
- The Council has put significant sums of its own resources to fund the national Concessionary fares scheme, but increases in demand for this volatile budget are outside of the control of the Council and will need to be provided for in future years.
- The Council is currently reviewing its Workforce Strategy in response to the challenges the Council will face in the expected period of austerity. All new appointments must be approved by the Establishment Control Panel.
- The impact of the introduction on new Welfare reforms and the localisation of council tax benefit both in terms of the impact upon local residents and the demands placed upon the benefits department.
- Other base budget adjustments which are or may be unavoidable or are subject to previous decisions which have been included within the base are as follows:
 - The impact of major capital improvement to be funded from prudential borrowing e.g. Princess Promenade, Princess Pier
 - Any increases to the Carbon Tax
 - Impact of the actuarial review of the employer's pension contribution.
 - The requirement to set aside resources to replenish reserves for any invest to save initiatives.

Demographics

- 9.6 As well as the anticipated reduction in funding, the Council's budget is also being squeezed from the other direction with a continuing increase in the number of vulnerable people accessing Council services, notably within Adult Social Care, and Children's services.
- 9.7 Torbay has a higher-than-average elderly population and it is expected that this will grow significantly over the next twenty years. The additional cost of providing care to this growing population will have to be accommodated within existing budgets at least until 2015. Provision has been made in the plan for demographic growth but this will be under significant pressure to resource within ongoing efficiencies and changes to service delivery.
- 9.8 In addition to the pressure on Adult Social Care there will also be general growth in population. It is anticipate that over the plan period the local population will grow by over 4,000 with a consequent pressure on services (e.g. housing, benefits, education, community facilities, transport).

10 Fees and Charges

- 10.1 The Council receives in excess of £11m from fees and charges. Some charges are set by legislation (e.g. licensing charges) whereas others the Council has discretion to determine the charge. Services are required to set their charges in accordance with the Council's Income Strategy which sets the criteria that need to be considered when setting charges.
- 10.2 No assumptions have been made with respect to fees and charges within the figures included as part of the Medium Term Resource Plan however, service managers will be expected to develop these in line with the Strategy and will need to consider all options for income generation in the context of the challenging financial period facing the Council whilst taking into account issues of subsidies to encourage usage and the impact of charges upon residents and their ability to pay in these difficult economic times. Officers have been developing a number of options to increase the amount of income generated by the council as part of the Resources Income Optimisation (RIO) project. Some of these options will be taken forward and consulted upon as part of the budget proposals for 2012/13.

11 Summary

- 11.1 Having taken in to account the service pressures identified above the table below summarises the estimated income and expenditure pressures faced by the council and shows the estimated funding gap.

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Estimated Income (Formula Grant, C.T.& Collection Fund – paragraph 6.1)	125,201	121,010	121,532	122,821
Expenditure	125,201	131,703	139,073	143,900
Total Estimated Cumulative Funding Gap	0	10,693	17,541	21,079
In- year Funding Gap	0	10,693	6,848	3,538

- 11.2 The gap identified for 2012/13 is based on the latest projections for expenditure and expected level of grant income. Officers are currently assessing how this budget gap can be addressed and the public consultation on the budget will be based on identifying savings that will bridge the funding gap.
- 11.3 It is clear that the Council continues to face its most challenging period since it became a Unitary authority in 1998 and it will need to develop a strategy which addresses the funding shortfall and take measures that will try to minimise the impact of the spending cuts to a deprived area such as Torbay.
- 11.4 The Council has in place a range of approaches for ensuring value for

money and efficiencies are achieved across all services. The Council has already started to plan how it will attempt to address the shortfall in funding and is working with partners to assess the wider impact upon the Bay. Projects including Revenue Income Optimisation (RIO) have already identified where additional income can be raised and in year service reviews have identified savings which will be used in 2012/13 and beyond. Measures that will be used will include:

- Ongoing service reviews ensuring the council meets its statutory obligations.
 - Continue to implement the Commissioning Model and explore new ways of working to achieve value for money through a combination of in-house services, partnership working, shared services, joint ventures and private provision of services where appropriate.
- 11.5 The Council must continue to explore new ways of delivering council services with an emphasis of maintaining service levels whilst maximising value for money and reducing its cost base through generating further efficiencies. However, in a number of services it is becoming increasingly difficult to generate further efficiencies without reducing service levels, and the Council must start to plan for a reduction in services provided to customers over the medium term.

Risks

- 11.6 The projected budget gap is an estimated position and is subject to change and is based upon a series of assumptions and projections that will need to be reviewed regularly to ensure they continue to be realistic. There is therefore a risk that the projections of the budget deficit prove to be under-estimates, possibly because of unforeseen changes in the way in which government funding reductions (e.g. the impact of Academy Funding) will flow through the distribution formulae to impact on Torbay, or because spending pressures prove to be understated. To mitigate this risk, the MTRP will be regularly updated to take account of changing circumstances and new intelligence.
- 11.7 The main financial planning risks that will affect the projections are likely to be:
- The effect of the Local Government Resource Review on grant levels for 2013/14 and 2014/15
 - The “topslicing” by government of Formula Grant in order to transfer funding to academies. It is estimated the Council will lose £0.5m in grant in 2012/13 and has been reflected in the projections; but this figure has yet to be verified and could be more.
 - Inflation continues to run at a much higher rate than the average 2% pa that has been assumed, with no sign of interest rates rising to provide an offsetting income stream.
 - income projections built into the budget may not be achievable due to factors outside of the council’s control e.g. a worsening economic outlook