



Clerk: June Gurry  
Telephone: 01803 207013  
E-mail address: [democratic.services@torbay.gov.uk](mailto:democratic.services@torbay.gov.uk)  
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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**

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### **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 8<sup>th</sup> 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 22<sup>nd</sup> 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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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](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](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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### 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:

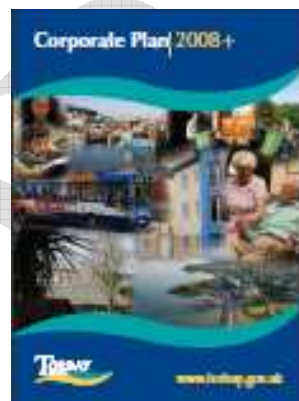
**“Working for a healthy, prosperous and happy Bay”**

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:**

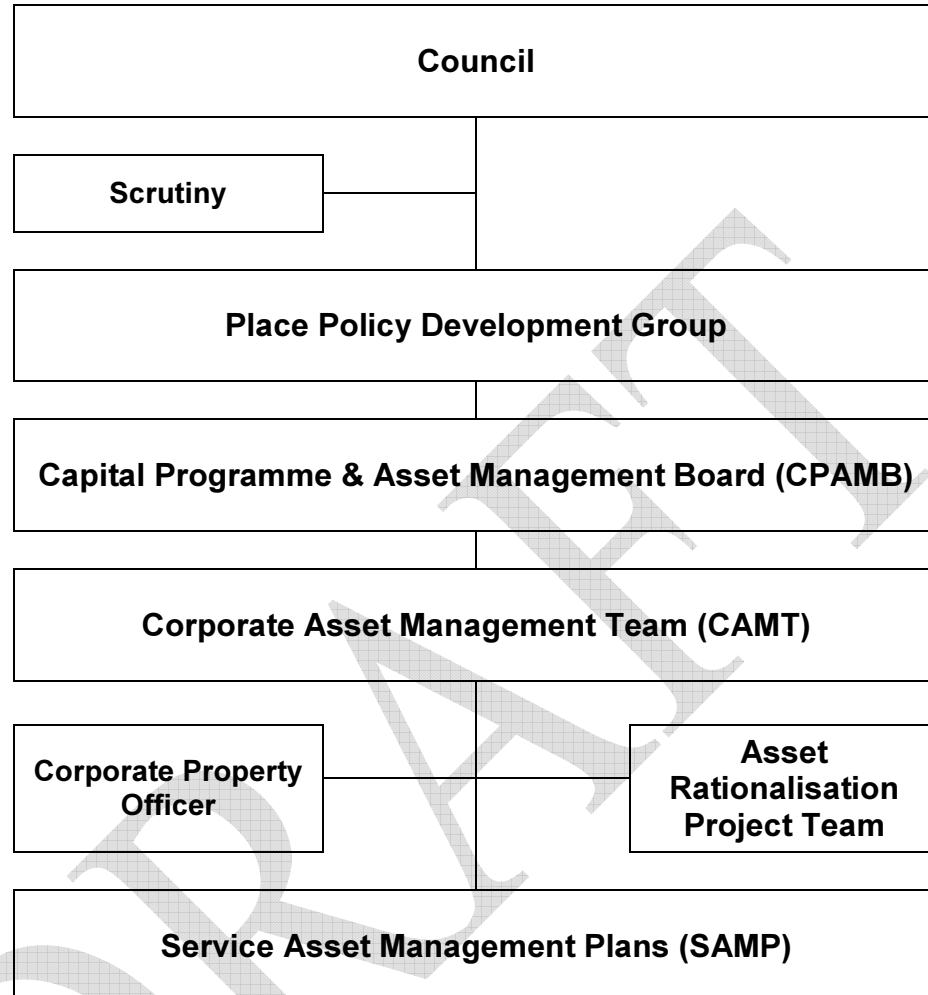
- Challenge and review the manner of use of assets
- Periodically review all assets to identify appropriate assets for alternative use or disposal
- Ensure the Council's disposal list is effectively implemented
- Ensure that non operational investment properties are performing
- Monitor running costs 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"> <li>Introduce enhanced control and monitoring to ensure Contractors are aware of Asbestos issues</li> </ul>	Immediate	TOAD Administrator / Asbestos Officer	Achieved and Ongoing
<ul style="list-style-type: none"> <li>Maintain rolling programme of re-inspection</li> </ul>	Achieved	CPO / Property Services	Achieved and Ongoing
<ul style="list-style-type: none"> <li>Introduce a Water Hygiene Monitoring process with an approved contractor</li> </ul>	Achieved	CPO / Asset Management	Achieved and Ongoing
<ul style="list-style-type: none"> <li>Introduce a bi-annual Risk Assessment of water systems</li> </ul>	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"> <li>Reduce consumption by 5% per annum</li> </ul>	Ongoing	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Deliver efficiency savings of £1,750,000 over 5 years</li> </ul>	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"> <li>Reduce carbon emissions by 20% over 5 years</li> </ul>	March 2013	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Identify and explain the objectives, importance and best practice processes of effective energy management</li> </ul>	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Identify the specific issues that currently affect Torbay Council's energy usage in buildings, street lighting and decorative lighting</li> </ul>	Review Yearly	Corporate Energy Manager	Ongoing
<ul style="list-style-type: none"> <li>Assist fitting photo voltaic panels to corporate property to benefit from feed in tariffs</li> </ul>	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*

<b>Action</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Current Status</b>
• 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"> <li>Develop linkages between TOAD and Risk Management software</li> </ul>	Ongoing	CPO / TEDC	Achieved and project is ongoing
<ul style="list-style-type: none"> <li>Complete Training manual and establish training programme</li> </ul>	Ongoing	TOAD Administrator	Achieved and training is ongoing as Modules develop
<ul style="list-style-type: none"> <li>Continue to update and maintain the asset data</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop a linkage between MapInfo &amp; TOAD</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop a Health and Safety Module</li> </ul>	Ongoing	TOAD Administrator	Ongoing
<ul style="list-style-type: none"> <li>Develop Insurance Module</li> </ul>	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"> <li>• Identify new opportunities from Service Asset Management Plans</li> </ul>	Ongoing	Service heads / CAMT	Achieved and Ongoing
<ul style="list-style-type: none"> <li>• CAMT to continue to monitor all partnership initiatives</li> </ul>	Ongoing	CAMT / Service heads	Achieved and Ongoing
<ul style="list-style-type: none"> <li>• Review all stage two applications for Community Asset Transfer requests received in 2009 as a result of the Asset Rationalisation Project</li> </ul>	End December 2010	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> <li>• Continue to work with all community groups at stages one and two of the asset transfer process</li> </ul>	Ongoing	CPO, Community Asset Support Officer, Asset Panel Members	Ongoing
<ul style="list-style-type: none"> <li>• 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</li> </ul>	Ongoing	CPO / TEDC	Project is ongoing
<ul style="list-style-type: none"> <li>• To work with Brixham Town Council concerning their request for the transfer of Brixham Town Hall</li> </ul>	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"> <li>• To develop a strategy to review the performance of the TNRP.</li> </ul>	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> <li>• To develop a TNRP Disposal Policy</li> </ul>	March 2013	CPO / TEDC	Yet to start but would need to benchmark with others.
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	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 27<sup>th</sup> 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	Out-turn	Targets			
PI1- 1A	% GIA that falls in each of the Condition Categories (A = Good, D = Bad)	A	2%	2%	7%	12%	18%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures
		B	35%	52%	56%	61%	60%	
		C	32%	32%	27%	22%	19%	
		D	31%	14%	10%	5%	3%	
PI2- 1Bi	Total Value of Backlog of Work (1 = Urgent, 3 = Desirable)	Priority 1 Priority 2 Priority 3	£4,225,448 £12,277,453 £12,863,633	£13,260,646 £10,194,109 £9,629,691	5% reduction		Not recorded	Further data has been captured and has had an impact on the 10/11 figures E.g. the backlog for Princess Gardens
PI3- 1Bii	Required Maintenance Cost as a % in Levels 1-3 (1 = Urgent, 3 = Desirable)	Operational 1	29%	40%	35%	30%	11%	Targets calculated as improvements of 5%. Further data has been captured and has had an impact on the 10/11 figures
		Operational 2	38%	31%	26%	21%	45%	
		Operational 3	33%	29%	39%	49%	44%	

Indicator	Description	2009/10	2010/11	2011/12	2012/13	National Average (2009/10)	Comments
		Out-turn	Out-turn	Targets			
PI4A- 1Dii	Repair & Maintenance spend per m2	£4.70	£6.03	£6.33	£6.65	Not recorded	Targets based on 5% increase. Gross Internal Areas (GIA's) have been reviewed and this has impacted on the figures
PI4B- 2A	Energy cost per m2	£7.96	£7.26	£6.90	£6.55	£12.30	Targets based on 5% reduction. GIA's have been reviewed and this has impacted on the figures
PI4C- 2B	Water costs per m2	£2.54	£3.27	£3.11	£2.95	£2.01	Targets based on 5% reduction. Price rises and the acquisition of Tor Hill House have impacted on the figures
PI4D- 2C	CO2 emissions per m2 in tonnes	0.040	0.044	0.042	0.040	0.07	Targets based on 5% reduction
PI5 – 3Ci	% of properties where a suitability survey has been carried out within the last 5 years that are graded good or satisfactory	94%	94%	95%	96%	77%	
PI6- 4 BV156	% of public buildings which are DDA compliant	54%	54%	54%	54%	Not recorded	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

**Torbay Online Assets Database - Version 2**

Billingham, Emma - Asset Registrar

Version: 2.0-3885.17918

Asset: T3037 - Pearl Assurance House

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	291438	Subject to a Condition Survey	Yes
Northings	64232		
Map Ref	26SW	Building manager	
OS Ref		Contact Number	
Terrier 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	
	... 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

**Torbay Online Assets Database - Version 2**

Billingham, Emma - Asset Registrar

Version: 2.0-3885.17918

Asset: T3037 - Pearl Assurance House

If any of this data needs updating, please contact ... [toad@torbay.gov.uk](mailto:toad@torbay.gov.uk)

- 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

**T3037 - Pearl Assurance House**

Floor: 000

Name: Office

Reference: 000

Description: TOTAL NIA m<sup>2</sup>: 8.10 TOTAL NIA Sq Ft: 87.19

Notes:

## Valuations Module

**Torbay Online Assets Database - Version 2**

INPUT SECURITY Billingham, Emma - Asset Registrar

Version 2.0.3885.17918

Full List

- Paignton Sands/Foreshore
- Paignton Windmill
- Palace Theatre Complex Site
- Paradise Walk / Break Neck Hill
- Park land Isham Valley
- Parkfield Site (House & Grounds)
- Part Cliff Gardens Roundham Point
- Pathway Lincombe Road/Drive
- Pavilion Shopping Centre
- Pearl Assurance House**
- Pendennis Rd Playground 1
- Pendennis Rd Playground 2
- Pett Tor Beach
- Pign Connections (Ex Fire Station)
- Plainmoor Childrens Playground
- Plainmoor Football Ground Site
- Plainmoor Grassed Play Area
- Plainmoor Site of Swimming Pool
- Play Area Huntacott Way
- Playground Barton Downs
- Polsaham Centre
- Pony field part Cockington Estate
- Portion of Seabed/Breakwater
- Preston Gardens
- Preston Primary School
- Preston Shelter Public Toilets
- Primley Park
- Princes St Car Park Site
- Princess Gardens
- Princess Parade
- Princess Pier
- Princess Restaurant & Shop

**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

**TOTAL Values for Pearl Assurance House**

	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.

The Summary Table opposite is a total of the 4 values calculated from it's component. When you place your mouse cursor over the figure, the totals for each component appear above.

## Condition Survey Module

**Torbay Online Assets Database - Version 2**

INPUT SECURITY Billingham, Emma - Asset Registrar

Version 2.0.3885.17918

Full List

- Paignton Sands/Foreshore
- Paignton Windmill
- Palace Theatre Complex Site
- Paradise Walk / Break Neck Hill
- Park land Isham Valley
- Parkfield Site (House & Grounds)
- Part Cliff Gardens Roundham Point
- Pathway Lincombe Road/Drive
- Pavilion Shopping Centre
- Pearl Assurance House**
- Pendennis Rd Playground 1
- Pendennis Rd Playground 2
- Pett Tor Beach
- Pign Connections (Ex Fire Station)
- Plainmoor Childrens Playground
- Plainmoor Football Ground Site
- Plainmoor Grassed Play Area
- Plainmoor Site of Swimming Pool
- Play Area Huntacott Way
- Playground Barton Downs
- Polsaham Centre
- Pony field part Cockington Estate
- Portion of Seabed/Breakwater
- Preston Gardens
- Preston Primary School
- Preston Shelter Public Toilets
- Primley Park
- Princes St Car Park Site
- Princess Gardens
- Princess Parade
- Princess Pier
- Princess Restaurant & Shop

**T3037- Pearl Assurance House**

Standard Asset

Block Details Elements SubElements Lines Details

**Block Name** Pearl Assurance House

**Condition Data** True **Premises Type** III

**Pricing Base Date** 17/05/2007 **Survey Date** 17/05/2007

**Surveyed by** Kendall Kingscott

**Ref.** T3037

**Internal Area**

**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 outlets, Torbay Council occupy the upper floors on a leasehold basis.

**Report Status** Final

**Save**

**Reports**

Show Archived Lines

Tenants Report

View this Block

View ALL Blocks for this Asset

View Header

View Sub Elements

View Details

Update Form

Emma Billingham - EDQA106 version 1.0.0.0

**APPENDIX AM-E**

**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 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 deadline for target delivery	Description of how progress and performance will be assessed for each action
Page 53	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 Asset 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 Asset 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 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 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
Page 54		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 Asset 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 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
Page 55		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 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.
Page 56	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	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
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	



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

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

**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 Medium = 3  
 A/Good = 0 Yr 4 = 0 None = 0 Low = 0

Asset	Element	Budget estimated costs	Cnd	Prt	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
Budget £850,000 (proposed)										
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	Condition Priority	Health & Safety Priority	Importance to service delivery	Overall priority score	Comments
Corbyn Toilet Block & Shelter	Roofs	£500 B	2	3	3	7	10	3	23	
Corbyn Head Beach Managers Hut	Electrical Services	£1,500 B	2	3	3	7	10	3	23	
Cockington Lodge	Internal Walls and Doors	£400 B	1	3	3	10	10	0	23	
Clennon Valley Foot Bridge	Floors and Stairs	£200 B	1	3	3	10	0	10	23	
CCTV Operations Room	External Walls, Windows and Doors	£2,300 B	2	3	3	7	3	10	23	
CCTV Operations Room	Electrical Services	£60 B	4	3	3	0	10	10	23	
Brookfield Control Centre	External Walls, Windows and Doors	£125 B	3	3	3	3	7	10	23	
Broadsands Beach Managers Kiosk	Electrical Services	£250 B	2	3	3	7	10	3	23	
Breakwater Quarry Former Fuel Tank	Roofs	£250 B	1	3	3	10	10	0	23	
Breakwater Quarry Former Fuel Tank	External Walls, Windows and Doors	£1,200 B	1	3	3	10	10	0	23	
Upton Park Tennis/Netball Pavilion	Mechanical Services	£500 B	2	3	3	7	10	3	23	
Upton Park Tennis/Netball Pavilion	Electrical Services	£300 B	2	3	3	7	10	3	23	
Parkfield Rangers Offices	Electrical Services	£375 B	2	3	3	7	10	3	23	
Oddicombe Beach Ladies & Disabled Toilets	Sanitary Services	£250 D	1	10	10	10	0	3	23	
Palace Theatre Auditorium	Mechanical Services	£830 B	3	3	3	3	10	7	23	
Bank Lane Public Toilets	Electrical Services	£1,000 B	1	3	3	10	7	3	23	
Abbey Sands Beach Centre Toilets	Roofs	£125 B	2	3	3	7	10	3	23	
Abbey Park Ornamental Pond & Fountain	External Areas	£1,000 B	1	3	3	10	10	0	23	
Torre Abbey Gardeners Storage Build	External Walls, Windows and Doors	£350 C	2	7	7	7	0	7	21	
Torre Abbey & Gardens - Remainder	External Areas	£150 C	2	7	7	7	0	7	21	
Paignton Day Centre	Roofs	£250 C	2	7	7	7	0	7	21	
Paignton Day Centre	Roofs	£500 C	2	7	7	7	0	7	21	
Paignton Day Centre	Roofs	£1,500 C	2	7	7	7	0	7	21	
Paignton Day Centre	Redecorations (internal)	£600 C	2	7	7	7	0	7	21	
Paignton Day Centre	Redecorations (internal)	£1,000 C	2	7	7	7	0	7	21	
Paignton Day Centre	External Walls, Windows and Doors	£600 C	2	7	7	7	0	7	21	
Paignton Day Centre	External Walls, Windows and Doors	£1,500 C	2	7	7	7	0	7	21	
Paignton Day Centre	External Areas	£150 C	2	7	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
Paignton Day Centre	Floors and Stairs	£600 B	2	3	7	3	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
Cricketfield Dwelling	Electrical Services	£100 C	1	7	10	3	0	20
Cricketfield Dwelling	Ceilings	£10,000 C	3	7	3	10	0	20
Commerce House	Mechanical Services	£1,000 C	3	7	3	0	10	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
	<b>TOTAL</b>	<b>£935,835</b>						

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		3	3	7	7	20	
Abbey Pk Ornamental Pond & Fountain	External Areas	£1,000	B		2	3	10	0	20	
Victoria Park Yachting Pond	External Areas	£660	B		3	3	10	3	19	
Unit 6 (5 Paik St)	Floors and Stairs	£600	B		3	3	10	3	19	
Unit 10 Ground Floor, Paignton Harbour	External Walls, Windows and Doors	£211	B		3	3	10	3	19	
Unit 06 First Floor, East Quay, Paignton Harb	External Areas	£500	B		3	3	10	3	19	
Torquay Town Hall Site-COs Complex	Mechanical Services	£1,000	B		3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000	B		3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£1,000	B		3	3	3	10	19	
Torquay Town Hall Site-COs Complex	Electrical Services	£2,000	B		3	3	3	10	19	
Torquay Central Library	Mechanical Services	£500	B		3	3	3	10	19	
Torquay Central Library	Mechanical Services	£1,000	B		3	3	3	10	19	
Tor Hill House	Electrical Services	£50	B		3	3	3	10	19	
Tor Hill House	Electrical Services	£100	B		3	3	3	10	19	
Tor Hill Day Centre	Mechanical Services	£2,000	B		3	3	10	3	19	
Tor Hill Day Centre	Electrical Services	£1,500	B		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	19	
Electric House Offices	Mechanical Services	£2,000 B	3	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£250 B	3	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£500 B	3	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£1,000 B	3	3	3	3	3	3	10	19	
Cricketfield Pavilion Changing Room	Mechanical Services	£1,000 B	3	3	3	3	3	10	3	19	
Cricketfield Pavilion Changing Room	Floors and Stairs	£800 B	3	3	3	3	3	10	3	19	
Cricketfield Pavilion Changing Room	Electrical Services	£100 B	3	3	3	3	3	10	3	19	
Churston Library	External Areas	£1,250 B	3	3	3	3	3	3	10	19	
Oddicombe Beach Gents Toilets	External Areas	£500 B	3	3	3	3	3	10	3	19	
Victoria Park Tennis Courts (2)	External Areas	£277 C	2	7	7	7	7	0	3	17	
Victoria Park Tennis Courts (2)	External Areas	£1,500 C	2	7	7	7	7	0	3	17	
Victoria Park Foot Bridge 3	External Walls, Windows and Doors	£3,000 B	4	3	3	3	0	7	7	17	
Victoria Park Foot Bridge 2	Floors and Stairs	£5,000 C	3	3	3	3	3	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£200 B	2	3	3	3	7	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£250 B	2	3	3	3	7	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£3,000 B	2	3	3	3	7	0	7	17	
Vaughan Parade Offices	Mechanical Services	£1,000 B	2	3	3	3	7	0	7	17	
Vantage Point Incubation Units	Mechanical Services	£30 B	2	3	3	3	7	0	7	17	
Vantage Point Incubation Units	Mechanical Services	£75 B	2	3	3	3	7	0	7	17	
Torre Abbey Gardeners Storage Build	External Walls, Windows and Doors	£450 C	3	7	3	3	0	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£175 C	3	7	3	3	0	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£700 C	3	7	3	3	0	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	7	3	3	0	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	7	3	3	0	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£2,750 C	3	7	3	3	0	0	7	17	
Torquay Town Hall Site-COs Complex	Internal Walls and Doors	£8,000 C	4	7	0	7	0	0	10	17	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£47,250 C	4	7	0	7	0	0	10	17	
Torquay Central Library	Roofs	£3,000 C	4	7	0	7	0	0	10	17	
Torquay Central Library	Roofs	£50,000 C	4	7	0	7	0	0	10	17	
Tor Hill House	Roofs	£85,000 C	4	7	0	7	0	0	10	17	
St Marys Park Former Public Toilets	External Areas	£40 C	2	7	7	7	0	0	3	17	
South Sands Public Toilets	External Walls, Windows and Doors	£500 C	2	7	7	7	0	0	3	17	
Roebuck House Offices	External Walls, Windows and Doors	£163,000 C	4	7	0	7	0	0	10	17	
Parkfield Rangers Open Storage Area	External Walls, Windows and Doors	£500 B	2	3	7	7	0	7	0	17	
Paignton Day Centre	Roofs	£1,500 B	2	3	7	7	0	0	7	17	
Paignton Day Centre	Floors and Stairs	£150 B	2	3	7	7	0	0	7	17	
Paignton Day Centre	Floors and Stairs	£500 B	2	3	7	7	0	0	7	17	
Paignton Day Centre	Floors and Stairs	£2,500 B	2	3	7	7	0	0	7	17	
Paignton Day Centre	Fixed Furniture and Fittings	£300 B	2	3	7	7	0	0	7	17	
Paignton Day Centre	Fixed Furniture and Fittings	£900 B	2	3	7	7	0	0	7	17	
Meadfoot Beach Chalets	Roofs	£17,000 C	2	7	7	7	0	0	3	17	
Lincombe Drive Public Shelter	Roofs	£100 C	3	7	3	3	0	7	0	17	
Cricketfield Pavilion Changing Room	Ceilings	£10,560 C	2	7	7	7	0	0	3	17	
Cricketfield Dwelling	Floors and Stairs	£1,000 C	3	7	3	3	0	7	0	17	
Cockington Lodge	External Walls, Windows and Doors	£560 C	1	7	10	10	0	0	0	17	

Cockington Lodge	External Walls, Windows and Doors	£650 C	1	7	10	0	0	17	0	17
Breakwater Quarry Former Fuel Tank	Fixed Furniture and Fittings	£2,000 D	2	10	7	0	0	17	0	17
Upton Park Bowls Pavilion	Internal Walls and Doors	£375 C	2	7	7	0	0	17	3	17
Palace Theatre Auditorium	Roofs	£500 B	2	3	7	0	0	17	7	17
Palace Theatre Auditorium	External Walls, Windows and Doors	£500 B	2	3	7	0	0	17	7	17
Palace Theatre Auditorium	External Walls, Windows and Doors	£500 B	2	3	7	0	0	17	7	17
Palace Theatre Auditorium	External Areas	£400 B	2	3	7	0	0	17	7	17
Palace Theatre Auditorium	Ceilings	£475 B	2	3	7	0	0	17	7	17
Bishops Place	External Walls, Windows and Doors	£200 B	2	3	7	0	0	17	7	17
Bishops Place	External Walls, Windows and Doors	£1,500 B	2	3	7	0	0	17	7	17
Bishops Place	External Walls, Windows and Doors	£12,000 C	3	7	3	0	0	17	7	17
Upton Valley Offices	Roofs	£1,400 B	3	3	3	0	0	16	10	16
Upton Valley Offices	Mechanical Services	£500 B	3	3	3	0	0	16	10	16
Upton Valley Offices	Floors and Stairs	£1,000 B	3	3	3	0	0	16	10	16
Upton Valley Offices	Floors and Stairs	£1,000 B	3	3	3	0	0	16	10	16
Upton Valley Offices	Floors and Stairs	£1,000 B	3	3	3	0	0	16	10	16
Upton Valley Offices	Mechanical Services	£500 B	3	3	3	0	0	16	10	16
Union House - Offices	Internal Walls and Doors	£1,000 B	3	3	3	0	0	16	10	16
Torre Abbey Palm House	Mechanical Services	£750 B	3	3	3	3	3	16	7	16
Torre Abbey Boiler House	External Walls, Windows and Doors	£750 B	3	3	3	3	3	16	7	16
<b>TOTAL</b>		<b>£916,023</b>								

**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**

<b>APPENDIX AM-F REPAIRS AND MAINTENANCE PROGRAMME</b>	
TORBAY COUNCIL	
REPAIR & MAINTENANCE PROGRAMME	
YEAR 2015/16	
Budget £850,000 (proposed)	
Asset	Element
Various Assets	Cyclical programme of condition surveys
	Budget estimated costs £80,000

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

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







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	Mechanical Services	£2,000 B	3	3	3	0	0	10	16
Electric House Offices	Internal Walls and Doors	£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	0	3	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	0	3	16
Upton Park Tennis/Netball Pavilion	Mechanical Services	£200 B	1	3	10	0	0	3	16
Shoalstone Beach Changing Rooms	Internal Walls and Doors	£870 C	3	7	3	3	3	3	16
Shoalstone Beach Changing Rooms	Ceilings	£250 B	4	3	0	10	0	3	16
Armada Park Changing Rooms	Mechanical Services	£250 B	4	3	0	10	0	3	16
Abbey Meadows Pavilion	Mechanical Services	£1,000 C	3	7	3	3	3	3	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
<b>Total</b>		<b>£967,235</b>						

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**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**  
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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								

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
Roebuck 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	Internal Walls and Doors	£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
Oddicombe 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
Crickfield Dwelling	Sanitary Services	£1,200 C	3	7	3	0	0	0	10
Crickfield Dwelling	Redecorations (internal)	£8,000 C	3	7	3	0	0	0	10
Crickfield Dwelling	Internal Walls and Doors	£8,000 C	3	7	3	0	0	0	10
Crickfield Dwelling	Floors and Stairs	£10,000 C	3	7	3	0	0	0	10
Crickfield 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	4	3	0	0	0	7	10
<b>TOTAL</b>		<b>£965,372</b>							

**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	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							
Palace Theatre Auditorium	External Walls, Windows and Doors	£28,900	B	4	3	3	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	3	9
Unit 04 First Floor -Harbour Office	Floors and Stairs	£185 B	3	3	3	0	3	3	9
Unit 03 Second Floor, South Quay, Paignton	External Walls, Windows and Doors	£500 B	3	3	3	0	3	3	9
Tonwood Gardens Public Shelter	External Areas	£500 B	3	3	3	0	3	3	9
Torre Valley North Pavilion	Sanitary Services	£125 B	3	3	3	0	3	3	9
Torre Valley North Pavilion	Internal Walls and Doors	£500 B	3	3	3	0	3	3	9
Torre Valley North Pavilion	Fixed Furniture and Fittings	£500 B	3	3	3	0	3	3	9
Torquay Recreation Ground Kiosks	External Areas	£1,250 B	4	3	3	0	3	3	9
Tor Hill Day Centre	Roofs	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Roofs	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Roofs	£1,500 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Mechanical Services	£200 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Mechanical Services	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Floors and Stairs	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	External Walls, Windows and Doors	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	External Areas	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	External Areas	£1,000 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Electrical Services	£1,500 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Electrical Services	£2,500 B	3	3	3	0	3	3	9
Tor Hill Day Centre	Electrical Services	£4,000 B	3	3	3	0	3	3	9
The Ziggurat	External Areas	£3,500 B	3	3	3	0	3	3	9
The Cottage	Redecorations (internal)	£250 B	3	3	3	0	3	3	9
The Cottage	External Areas	£500 B	3	3	3	0	3	3	9
The Cottage	External Areas	£500 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	Redecorations (internal)	£625 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	Floors and Stairs	£750 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	Fixed Furniture and Fittings	£60 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	External Walls, Windows and Doors	£60 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	External Walls, Windows and Doors	£60 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	External Areas	£250 B	3	3	3	0	3	3	9
Stoodley Knowle Changing & Toilets	Electrical Services	£25,000 B	3	3	3	0	3	3	9
Station Lane Car Park	Ceilings	£50 B	3	3	3	0	3	3	9
St Marys Pavilion/Changing Rooms	Internal Walls and Doors	£180 B	3	3	3	0	3	3	9
Shoalstone Public Toilets	Electrical Services	£100 B	3	3	3	0	3	3	9
Shoalstone Public Toilets	Internal Walls and Doors	£2,750 B	3	3	3	0	3	3	9
Quaywest Toilet Block	Roofs	£150 B	3	3	3	0	3	3	9
Preston South Public Toilets	Roofs	£550 B	3	3	3	0	3	3	9
Preston South Public Toilets	Floors and Stairs	£300 B	3	3	3	0	3	3	9
Preston South Public Toilets	Fixed Furniture and Fittings	£3,900 B	3	3	3	0	3	3	9
Preston Shelter Public Toilets	Redecorations (internal)	£600 B	3	3	3	0	3	3	9
Preston Green North Public Toilets	Redecorations (internal)	£1,000 B	3	3	3	0	3	3	9
Preston Green North Public Toilets	Redecorations (internal)	£1,500 B	3	3	3	0	3	3	9
Preston Green North Public Toilets	External Walls, Windows and Doors	£1,850 B	3	3	3	0	3	3	9
Preston Green North Public Toilets	External Walls, Windows and Doors	£950 B	3	3	3	0	3	3	9
Preston Green North Public Toilets	Ceilings	£76 B	3	3	3	0	3	3	9
Preston Beach Office	Floors and Stairs	£60 B	3	3	3	0	3	3	9
Preston Beach Office	External Walls, Windows and Doors	£60 B	3	3	3	0	3	3	9





Parkfield Rangers Offices	External Walls, Windows and Doors	£175 B	3	3	3	0	0	3	3	9
Parkfield Rangers Offices	External Walls, Windows and Doors	£1,720 B	3	3	3	0	0	3	3	9
Parkfield Rangers Offices	Electrical Services	£75 B	3	3	3	0	0	3	3	9
Parkfield Rangers Offices	Ceilings	£420 B	3	3	3	0	0	3	3	9
Shoalstone Beach Changing Rooms	External Walls, Windows and Doors	£500 B	3	3	3	0	0	3	3	9
Oddicombe Beach Ladies & Disabled Toilets	Internal Walls and Doors	£7,500 B	3	3	3	0	0	3	3	9
Oddicombe Beach Ladies & Disabled Toilets	Fixed Furniture and Fittings	£125 B	3	3	3	0	0	3	3	9
Oddicombe Beach Gents Toilets	Sanitary Services	£435 B	3	3	3	0	0	3	3	9
Oddicombe Beach Gents Toilets	Floors and Stairs	£500 B	3	3	3	0	0	3	3	9
Upton Park Bowls Pavilion	Roofs	£125 B	3	3	3	0	0	3	3	9
Bank Lane Public Toilets	Redecorations (internal)	£2,500 B	3	3	3	0	0	3	3	9
Bank Lane Public Toilets	Mechanical Services	£250 B	3	3	3	0	0	3	3	9
Bank Lane Public Toilets	Mechanical Services	£500 B	3	3	3	0	0	3	3	9
Armada Park Changing Rooms	Internal Walls and Doors	£1,500 B	3	3	3	0	0	3	3	9
Armada Park Changing Rooms	Fixed Furniture and Fittings	£1,000 B	3	3	3	0	0	3	3	9
Armada Park Changing Rooms	External Walls, Windows and Doors	£2,500 B	3	3	3	0	0	3	3	9
Abbey Sands Beach Centre Toilets	Redecorations (internal)	£3,250 B	3	3	3	0	0	3	3	9
Abbey Sands Beach Centre Offices	Redecorations (internal)	£2,000 B	3	3	3	0	0	3	3	9
Abbey Sands Beach Centre Offices	Mechanical Services	£1,000 B	3	3	3	0	0	3	3	9
Youngs Park Promenade Store	Redecorations (internal)	£330 C	4	7	0	0	0	0	0	7
Youngs Park Gardeners Store	External Areas	£2,500 C	4	7	0	0	0	0	0	7
Bishops Place	Roofs	£420 A	2							7
Youngs Park Promenade Store	Roofs	£165 B	3	3	3	0	0	6	3	6
Youngs Park Open Shelters	Roofs	£50 B	3	3	3	0	0	0	0	6
Youngs Park Open Shelters	Roofs	£500 B	3	3	3	0	0	0	0	6
Youngs Park Open Shelters	Fixed Furniture and Fittings	£500 B	3	3	3	0	0	0	0	6
Windmill Hill Changing Rooms	Roofs	£350 B	4	3	0	0	0	3	3	6
Windmill Hill Changing Rooms	Roofs	£450 B	4	3	0	0	0	0	0	6
Windmill Hill Changing Rooms	Internal Walls and Doors	£550 B	4	3	0	0	0	3	3	6
Windmill Hill Changing Rooms	Internal Walls and Doors	£1,100 B	4	3	0	0	0	0	0	6
Windmill Hill Changing Rooms	Floors and Stairs	£200 B	4	3	0	0	0	3	3	6
Windmill Hill Changing Rooms	Fixed Furniture and Fittings	£400 B	4	3	0	0	0	3	3	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£50 B	4	3	0	0	0	0	0	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£150 B	4	3	0	0	0	3	3	6
Windmill Hill Changing Rooms	External Walls, Windows and Doors	£350 B	4	3	0	0	0	0	0	6
Windmill Hill Changing Rooms	Ceilings	£800 B	4	3	0	0	0	0	0	6
Watcombe Beach Public Toilets	Roofs	£1,350 B	4	3	0	0	0	3	3	6
Watcombe Beach Public Toilets	Internal Walls and Doors	£400 B	4	3	0	0	0	0	0	6
Watcombe Beach Public Toilets	External Walls, Windows and Doors	£300 B	4	3	0	0	0	3	3	6
Victoria Park Basketball Court	Fixed Furniture and Fittings	£135 B	4	3	0	0	0	0	0	6
Vaughan Road Public Toilets	External Walls, Windows and Doors	£130 B	4	3	0	0	0	3	3	6
Unit 6 (5 Paik St)	Internal Walls and Doors	£1,450 B	4	3	0	0	0	0	0	6
Unit 04 First Floor -Harbour Office	Floors and Stairs	£100 B	4	3	0	0	0	0	0	6
Unit 04 First Floor -Harbour Office	Fixed Furniture and Fittings	£875 B	4	3	0	0	0	3	3	6
Tonwood Gardens Public Shelter	Floors and Stairs	£100 B	3	3	0	0	0	0	0	6
Tonwood Gardens Public Shelter	External Areas	£1,630 B	3	3	0	0	0	3	3	6
Torquay Coach Station Taxi Office	Roofs	£500 B	3	3	0	0	0	3	3	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	3	0	6
Tor Hill Day Centre	Sanitary Services	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Sanitary Services	£17,500 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Redecorations (internal)	£12,800 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£1,500 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Floors and Stairs	£2,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Ceilings	£1,000 B	4	3	0	0	3	0	6
Tor Hill Day Centre	Ceilings	£8,000 B	4	3	0	0	3	0	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	3	0	6
Preston Beach Office	Redecorations (internal)	£65 B	4	3	0	0	3	0	6
Preston Beach Office	Redecorations (internal)	£125 B	4	3	0	0	3	0	6
Parkside Public Toilets	Redecorations (internal)	£1,000 B	4	3	0	0	3	0	6
Parkside Public Toilets	Internal Walls and Doors	£125 B	4	3	0	0	3	0	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	3	0	6
Old Town Hall Public Toilets	Internal Walls and Doors	£125 B	4	3	0	0	3	0	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	3	0	6
Meadfoot Public Toilets	Internal Walls and Doors	£3,000 B	4	3	0	0	3	0	6
Meadfoot Public Toilets	Floors and Stairs	£500 B	4	3	0	0	3	0	6
Meadfoot Beach Chalets	Roofs	£3,000 B	4	3	0	0	3	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	3	0	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	0	0	3	3	6
Corbyn Toilet Block & Shelter	Floors and Stairs	£1,200 B	4	3	0	0	3	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	0	0	3	3	6
Clennon Valley Changing Rooms	Fixed Furniture and Fittings	£400 B	4	3	0	0	3	3	6
Broadsands Beach Managers Kiosk	Sanitary Services	£500 B	4	3	0	0	3	3	6
Broadsands Beach Managers Kiosk	Redecorations (internal)	£850 B	4	3	0	0	3	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	0	0	3	3	6
Upton Park Bowls Pavilion	Floors and Stairs	£400 B	4	3	0	0	3	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	0	0	3	3	6
Youngs Park Promenade Store	External Walls, Windows and Doors	£330 B	4	3	0	0	0	0	3
Tonwood Gardens Public Shelter	External Walls, Windows and Doors	£450 B	4	3	0	0	0	0	3
Tonwood Gardens Public Shelter	Ceilings	£500 B	4	3	0	0	0	0	3
The Old Clink	External Walls, Windows and Doors	£150 B	4	3	0	0	0	0	3
Tessier Gardens Gazebo	Floors and Stairs	£50 B	4	3	0	0	0	0	3
Princess Boat Booking Office No.1	External Walls, Windows and Doors	£1,200 B	4	3	0	0	0	0	3
Lincombe Drive Public Shelter	Ceilings	£450 B	4	3	0	0	0	0	3
King George V Barn	External Walls, Windows and Doors	£1,000 B	4	3	0	0	0	0	3
Ilsham / Meadfoot Public Shelter	Redecorations (internal)	£105 B	4	3	0	0	0	0	3
Ilsham / Meadfoot Public Shelter	Fixed Furniture and Fittings	£555 B	4	3	0	0	0	0	3
Daddyhole Plain Shelter	Internal Walls and Doors	£490 B	4	3	0	0	0	0	3
<b>TOTAL</b>		<b>£846,730</b>							

**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**

Contact Officer: **Martin Phillips**  
Telephone: **01803 207285**  
E.mail: **Martin.phillips@torbay.gov.uk**

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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 1<sup>st</sup> 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
<b>Capital Grant</b>					
- Allocated/Provisional	2.7	2.1	2.4	0	<b>7.2</b>
- Estimate	4.0	4.4	4.4	6.6	<b>19.4</b>
<b>Capital Receipts</b>					
- Estimate	0	1.0	1.0	1.0	<b>3.0</b>
<b>Contributions</b>					
- S106 Estimate	0.5	0.5	0.5	0.5	<b>2.0</b>
- CIL Estimate	0	0.5	0.5	0.5	<b>1.5</b>
<b>Total</b>	<b>7.2</b>	<b>8.5</b>	<b>8.8</b>	<b>8.6</b>	<b>33.1</b>

- 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.



<b>Scheme</b>	<b>£m</b>
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
<b>Total Schemes</b>	<b>33.1</b>

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](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 8<sup>th</sup> 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)
<b>Total</b>	<b>21.4</b>	<b>27.6</b>	<b>(6.2)</b>

\* 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.

<b>Scheme</b>	<b>Value £m</b>	<b>Annual Repay't £m</b>	<b>Total Repay't £m</b>	<b>Repay't years</b>	<b>Revenue savings/income</b>
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

Appendix 2 Draft Prudential Indicators 2012/13

**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						
	2011/12	2012/13	2013/14	2014/15	2015/16	Total for Plan Period
	£'000	£'000	£'000	£'000	£'000	£'000
<b>SUMMARY :</b>						
<b>PROGRAMME :</b>						
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
<b>TOTAL APPROVED PROGRAMME</b>	<b>31,489</b>	<b>17,077</b>	<b>8,662</b>	<b>5,235</b>	<b>8,700</b>	<b>71,163</b>
<b>FUNDING SOURCES :</b>						
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
<b>TOTAL FUNDING SOURCES</b>	<b>31,489</b>	<b>17,077</b>	<b>8,662</b>	<b>5,235</b>	<b>8,700</b>	<b>71,163</b>

	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	
<b>PLACE AND ENVIRONMENT</b>								
<b>RESIDENTS AND VISITORS</b>								
<b>Local Transport Plan</b>								
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	
<b>Other infrastructure</b>								
Babbacombe Beach Road	70	0	70	0	0	0	70	
<b>Drainage &amp; Coast Protection</b>								
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	
<b>Car Parks</b>								
Multi-Storey Car Parks Refurb Programme - Phase I	1,200	1,199	1	0	0	0	1	
<b>New Growth Points Funding</b>								
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	
<b>ENVIRONMENT POLICY (INCL WASTE)</b>								
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	
<b>PLACE AND ENVIRONMENT</b>								
<b>CULTURAL SERVICES</b>								
<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	
<b>Sport &amp; Leisure</b>								
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	
<b>ECONOMIC DEVELOPMENT</b>								
<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	

PLACE AND ENVIRONMENT	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
<b>TORBAY HARBOUR AUTHORITY</b>								
<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
<b>Total PLACE AND ENVIRONMENT programme</b>			<b>13,910</b>	<b>7,055</b>	<b>7,050</b>	<b>2,776</b>	<b>8,700</b>	<b>39,491</b>
<b>FUNDING SOURCES :</b>								
<b>BORROWING</b>								
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
<b>TOTAL FUNDING SOURCES</b>			<b>13,910</b>	<b>7,055</b>	<b>7,050</b>	<b>2,776</b>	<b>8,700</b>	<b>39,491</b>

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	
<b>CHILDREN'S SERVICES</b>								
<b><u>Pre-Primary &amp; Primary</u></b>								
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
<b><u>Secondary Schools</u></b>								
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
<b>Special Schools</b>								
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
<b>"All School" Initiatives</b>								
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
<b>Other Facilities</b>								
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
<b>Total CHILDREN, SCHOOLS AND FAMILIES programme</b>			<b>13,510</b>	<b>6,230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,740</b>



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	
<b>FUNDING SOURCES :</b>								
<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
<b>TOTAL FUNDING SOURCES</b>			<b>13,510</b>	<b>6,230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,740</b>

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
<b>HOUSING STANDARDS</b>							
<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
<b>Total COMMUNITIES AND LOCAL DEMOCRACY programme</b>			<b>1,000</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>1,075</b>
<b>FUNDING SOURCES :</b>							
<b>BORROWING</b>							
Supported			0	0	0	0	0
Unsupported ( Prudential)			0	0	0	0	0
<b>GRANTS</b>			960	75	0	0	1,035
<b>CONTRIBUTIONS</b>			0	0	0	0	0
<b>RESERVES</b>			0	0	0	0	0
<b>REVENUE CONTRIBUTIONS</b>			0	0	0	0	0
<b>CAPITAL RECEIPTS</b>							
Earmarked Asset Sales			40	0	0	0	40
Corporate/General Asset Sales			0	0	0	0	0
<b>TOTAL FUNDING SOURCES</b>			<b>1,000</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>1,075</b>

	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	
<b>ADULTS AND OPERATIONS</b>								
<b>ADULT SOCIAL SERVICES</b>								
<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 Personnel Social Serv	443	0	443	0	0	0	443	
<u>IT</u>								
Adult Social Care IT Infrastructure	171	153	18	0	0	0	18	
			<b>749</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>749</b>	
<b>COMMUNICATIONS &amp; CUSTOMER SERVICES</b>								
<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	
			<b>2,265</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>4,365</b>	
<b>OTHER CORPORATE &amp; CROSS-SERVICE ISSUES</b>								
<u>Enhancement Prior to Sale</u>								
Works required prior to disposal of surplus assets	322	118	204	0	0	0	204	

ADULTS AND OPERATIONS	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>Govt Dept Non-ringfenced grants to be allocated to Projects</u>			0	3,217	2,132	2,459	0	7,808
Allocated to projects	7,808 (3,400)		(750)	(1,900)	(750)	0	0	(3,400)
<u>General Capital Contingency</u>	1,131		(546)	1,317	1,382	2,459	0	4,612
			601	300	230	0	0	1,131
			601	300	230	0	0	1,131
<b>Total ADULTS AND OPERATIONS programme</b>			<b>3,069</b>	<b>3,717</b>	<b>1,612</b>	<b>2,459</b>	<b>0</b>	<b>10,857</b>
<b>FUNDING SOURCES :</b>								
BORROWING								
Supported			131	0	0	0	0	131
Unsupported ( Prudential)			2,000	2,100	0	0	0	4,100
GRANTS			(68)	1,317	1,382	2,459	0	5,090
CONTRIBUTIONS			0	0	0	0	0	0
RESERVES			416	300	54	0	0	770
REVENUE CONTRIBUTIONS			200	0	0	0	0	200
CAPITAL RECEIPTS								
Earmarked Asset Sales			0	0	0	0	0	0
Corporate/General Asset Sales			390	0	176	0	0	566
<b>TOTAL FUNDING SOURCES</b>			<b>3,069</b>	<b>3,717</b>	<b>1,612</b>	<b>2,459</b>	<b>0</b>	<b>10,857</b>

## 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.

<b>Revenue Costs of Capital - Estimated</b>	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
<b>Total Financing Costs</b>	<b>10.5</b>	<b>10.7</b>	<b>10.5</b>	<b>10.5</b>	<b>10.0</b>
Net Revenue Budget	126	122	122	122	122
<b>Ratio - Including direct financing - Revenue</b>	<b>8%</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>8%</b>
<b>Ratio – Excluding direct financing - Revenue</b>	<b>8%</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>8%</b>

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
<b>Incremental impact of capital investment decisions on Council Tax</b>	(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).

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

\* 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
<b>Capital Expenditure in year</b>	<b>17</b>	<b>9</b>	<b>5</b>	<b>9</b>

### 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
<b>Total Authorised limit</b>	<b>192</b>	<b>196</b>	<b>200</b>	<b>255</b>

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
<b>Total Operational Boundary</b>	<b>173</b>	<b>172</b>	<b>171</b>	<b>221</b>

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)
<b>Capital Financing Requirement at Year End</b>	<b>139</b>
<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
<b>Capital Financing Requirement</b>	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 25<sup>th</sup> 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.