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Dear Member

**ADJOURNED COUNCIL - WEDNESDAY, 8 FEBRUARY 2012**

I am now able to enclose, for consideration at the Adjourned Council Meeting on Wednesday, 8 February 2012 the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
13.	Revenue Budget Proposal 2012/2013	(Pages 91 - 312)
14.	Capital Plan Budget 2012/13 to 2015/16	(Pages 313 - 436)

Yours sincerely

June Gurry  
Clerk

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Public Agenda Item: **Yes**

Title: **Revenue Budget Proposals 2012/13**

Wards Affected: **All Wards in Torbay**

To: **Council**

On: **1 February 2012**

Key Decision: **Yes – Ref. I003653**

Change to Budget: **Yes**

Change to Policy Framework: **No**

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## **What we are trying to achieve**

- 1.1 The Council has a statutory responsibility to set a budget each year. By setting and approving the revenue budget for 2012/13, the budget allocations proposed and the expenditure undertaken will be used to achieve the objectives across a range of plans and objective. This will meet the aspirations of the Bay as expressed in the Community and Corporate Plans and other related strategies.
- 1.2 The final budget proposals have been drawn up after detailed consideration of the various financial reports presented to all Members in recent months, culminating in budget proposals presented to Members for each service and consideration of these reports by the Overview and Scrutiny Board. Consideration has also been given to the views expressed by Stakeholders and local residents.
- 1.3 In accordance with the Council's constitution, Members are being asked to either confirm their agreement to the recommended budget or put forward amendments or objections for consideration at a future meeting.
- 1.4 Appendix 1 to this report includes the Corporate Plan and Appendix 2 provides an outline of the budget process for Members and the latest information that leads to the Mayor's recommended budget for 2012/13. It also provides a summary on the outcome of the Local Government Finance Settlement which sets out the formula grant allocation to Torbay in 2012/13 and details of the consultation process and key findings are appended to this report.

## **2. Recommendation(s) for decision**

### **2.1 That it be recommended to Council:**

- (a) that the budget for 2012/13 set out in paragraph A2 to the submitted report and the associated fees and charges, be approved;**
- (b) that the final notified Dedicated Schools Grant be used in accordance with the nationally laid down Schools Financial Regulations and that the Chief Finance Officer be authorised to make amendments as required when the final figures are confirmed;**
- (c) that in response to the recommendations made by the Independent Remuneration Panel, the Members' Allowances Scheme will be implemented in 2012/2013;**
- (d) that the Chief Finance Officer in consultation with the Mayor and Executive Lead Member for Finance be authorised to approve expenditure from reserves and provisions in accordance with the terms of the respective reserve or provision;**
- (e) that in accordance with the requirement of the Local Government Act 2003, the advice given by the Chief Finance Officer with respect to the robustness of the budget estimates and the adequacy of the Council's reserves be noted;**
- (f) that the Chief Finance Officer, in consultation with the Mayor and Executive Lead Member for Finance, be authorised to prepare a report on the financial issues in respect of 2013/14 and later years and issue any appropriate spending targets that may arise as a consequence;**
- (g) that the Chief Finance Officer in consultation with the Mayor and Executive Lead Member for Finance be authorised to make adjustments to and introduce new fees and charges within the budget during 2012/13 if it is in the best interest of the Council;**
- (h) that the Chief Finance Officer, in consultation with the Mayor, Executive Lead Member for Finance and appropriate officers, be authorised to determine the allocation and expenditure of any new grant monies or unallocated grants that may be received during the year;**
- (i) that the Chief Finance Officer be authorised to make adjustments to the budgets for any technical changes;**
- (j) that the Review of Reserves report and the transfer of the surplus on a number of individual reserves to a Building Dilapidation and Contingent Liability reserve be approved;**

- (k) that the Chief Finance Officer prepare the appropriate documentation for the Council to permit the Council Tax setting at the meeting on 1 March 2012 and all other returns to be made by the appropriate date; and**
  - (l) that the impact assessments as shown in annex 4 be noted.**
- 2.2 That the risks in preparing this budget package be accepted. These risks have been identified in detail in this report and associated budget proposals prepared by officers for their respective Business Units.**
- 3. Key points and reasons for recommendations**
  - 3.1 The Council has a statutory obligation to set a balanced budget each financial year and must take account of all factors when setting the budget including service pressures, statutory responsibilities, local needs as prioritised within the Council's Community Plan and Corporate Plan and the impact of significant reductions to the amount of grant received from government. As part of the budget proposals it is recommended that there will be a freeze to the Torbay element of the council tax for 2012/13.
  - 3.2 The report identifies the allocation of resources which the Mayor proposes to be included in the recommended budget but has to be read in conjunction with all previous budget reports both from officers and the Overview and Scrutiny Board. The table below summaries the resources available to the Council as at 1 February 2012.

**Table 1**

**Summary of Latest Budget Position**

	2012/13 £m
Council Expenditure – Provisional Budget Targets 8 December 2011 (a)	122.1
2011/12 Council Tax Freeze Grant – Reclassification of Grant	1.6
	<b>123.7</b>
<b>Funded By</b>	
Government Grants	60.1
Council Tax Income	61.8
Collection Fund Surplus	1.8
Income (b)	<b>123.7</b>
<b>Balance</b>	<b>0</b>
<b>Updated Budget Changes since December 2011</b>	
No reduction to Formula Grant as result of consultation on Academy Schools	0.5
Release provision for non achievement of car parking income	0.2
<b>Available for reinvestment</b>	<b>0.7</b>

3.3 The Council's budget establishes the resources available to meet the priorities identified in the Community Plan as it impacts on the Council and reflected in the Corporate Plan. However, these spending aspirations have to be set in the context of the most challenging financial situation for a generation. As a result of these challenges, during the budget process Members and officers have been faced with a number of difficult decisions to ensure services can be delivered within a much reduced financial resource base compared to previous years. The Strategy to meet this challenge has been a budget process which has focused on identifying efficiency savings through review and redesign of services, by maximising income (through the Revenue Income Optimisation project) where it is acceptable, taking into account the impact upon local residents and finally where there are no other alternatives by service reductions.

3.4 Therefore, the budget recommendations have been made ensuring resources are prioritised in accordance with agreed plans but mindful of the fact that in an

era of ongoing reductions to local government grant and increased uncertainty, volatility and risk over the course of the four year Comprehensive Spending Review (CSR) period, it is impossible to avoid any service reductions.

- 3.5 The budget papers considered by Members and discussed at the Overview and Scrutiny Board meetings identified the key risks of the budget proposals. Members of the Board have also been provided with full impact assessments which have enabled business units to fully consider the impact of major decisions on the community.
- 3.6 Members will be fully aware of the financial and demographic challenges faced by the Council and in particular the current pressures faced by services and those services which manage volatile budgets, for example Adult Social Care, Children's Services, income such as car parks and Concessionary fares to name a few. All Commissioners and Executive Heads have confirmed that despite the financial challenges, the budget allocations for 2012/13 are adequate to ensure they will maintain expenditure within the proposed budget allocations.
- 3.7 The main risk with any budget proposals and associated recommendations is if a Business Unit's expenditure exceeds the approved budget during the year as a result of influences outside the services control. This may result in the Council exceeding the approved budget if compensating savings are not found elsewhere. A Strategy in place to mitigate against and respond to such a situation arising include regular monitoring of all budgets with detailed monitoring of volatile budgets. It is proposed that a contingency is created in 2012/13 to address these risks. The Council will also take decisive in-year action to respond to any of these risks emerging such as in-year spending reviews as well as a spending freeze and recruitment freeze if required.
- 3.8 Members and officers will agree an action plan to address any overspend, if one occurs, and report publicly on progress against the action plan. Regular monitoring reports will be presented to Members throughout the year on the financial position of the Council at Overview and Scrutiny Board and Council. If the Council declares an overspend at year-end there will be a call made upon the Council's reserves or, in a worse case scenario, General Fund Balance to finance the overspend.
- 3.9 Should there be any reduction in the Council's General Fund Reserve Balance this will need to be made good in future years and will be the first call upon the Council's budget. The current level of reserves is prudent but not excessive and has been deemed acceptable to the Council's auditors.
- 3.10 The Chief Finance Officer has made clear that the Council needs to set a robust and sustainable budget and that any "one-off" monies that are available should be applied to meet either "one-off" items of expenditure, such as redundancy costs, or be used to fund pump priming expenditure that should result in longer term efficiencies for the Council.
- 3.11 The budget report sets out the Chief Finance Officers view on the robustness of the budget proposals which confirms they are robust, although a number of risks

need to be closely monitored throughout the year and all managers must ensure they manage their services effectively to ensure that they maintain expenditure within their approved budgets.

- 3.12 The prospective budget for 2012-13 is being developed on key principles that reflect the priorities of the Council of securing a healthy, prosperous and happy Bay, that are based upon economic regeneration and the appearance of the Bay, whilst also supporting vulnerable members of the Bay particularly in Children's and Adult Services.

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

**Paul Looby  
Chief Finance Officer  
(Section 151 Officer)**

**Gordon Oliver  
Mayor**



## **Supporting information**

### **A1. INTRODUCTION FROM THE MAYOR**

#### **Current Context**

- A1.1 As we enter the second year of the Comprehensive Spending Review (CSR) period, the council must consider my budget proposals in the context of some of the largest reductions to local government resources ever known and these will continue for at least the medium term. The challenges the council faces cannot be underestimated at a time when demands on our services continue to increase. Therefore it is even more important to ensure the Council allocates resources to its key service priorities and in doing so will continue to ensure all services are provided efficiently and effectively and that value for money is always achieved.
- A1.2 The Council needs to be innovative and imaginative in the way it delivers services in this extremely challenging period. When the Government announced the headline reduction in grant of 28% in 2010 over the 4 year period of the CSR, it was evident across local government that no council could continue to provide the same type and range of services as in previous years. The difficult challenges faced by the council are compounded by the fact the government has given no indication as to the grant allocation for 2013/14 and beyond which makes it extremely difficult to plan for the future.
- A1.3 Having said that, the Council invests significant resources into the Bay across a wide range of services that will improve the Bay and support inward investment. The proposed budget should also enable the Council to respond to and meet any changes that may arise both locally and nationally over the next year. I have confirmed a number of pledges and priorities which support the overall priority of Health, Happiness and Prosperity and will form part of the budget proposals.
- A1.4 Before considering next year's budget and the difficulties we face, we should remember that all services have been working hard to minimise the impact of the budget reductions through the identification of improved ways of working and through maximising income which reduces the impact upon front line services.
- A1.5 I have included as appendix 1 to this report the proposed Corporate Plan which these budget proposals will support and deliver.

#### **Revenue Budget Proposals**

- A1.6 As part of the budget process there are a number of formal issues that have to be dealt with.

### **a) Dedicated Schools Grant**

The Council has to confirm that it will be directing the entire grant received in respect of Dedicated Schools Funding through to those areas as defined in the School Finance Regulations. It is recommended that the £84m from the Dedicated Schools Grant (DSG) be included in the Council's budget for schools related expenditure. It should be noted that this is an estimated figure at this stage and is based on the latest pupil numbers forecast of 17,325 pupils multiplied by £4,841.97, which is a per unit pupil amount called the Guaranteed Unit of Funding (GUF) allocated by central government for Torbay. The final DSG will be confirmed in July 2012 when the January pupil census numbers have been confirmed and it is recommended the Chief Finance Officer (CFO) be authorised to make appropriate changes when the final numbers are known.

### **b) Members Allowances**

- A1.7 The Council has, as part of the legislative requirement, to approve the Members' Allowances Scheme including the agreed level of payment of allowances to Members. The budget has been developed on the basis that the recommendations made by the Independent Remuneration Panel are approved by Council on 1 February 2012. However, if Members, through the debate on the Independent Panel's proposal, recommend a different level of payment in respect of allowances then this would be reflected in the payments for 2012/13.

### **c) Fees and Charges**

- A1.8 As part of the budget process, Members have been able to review the expenditure plans for all services as set in the budget information made available and, where applicable, have also had the opportunity to review the proposed charges for services each business unit has been proposing in accordance with the principles and best practice laid down by the Audit Commission. These proposals were available to Members when the Provisional Spending Targets were announced on 8 December 2011. I am recommending acceptance of these charges in all cases.
- A1.9 Included within Torbay's Budget Requirement is the budget for the Brixham Town Council. The Town Council approved their 2012/13 budget on 15 December 2011 of £193,074. This is an increase of £6,624 in the previous year. Whilst this is included in the Council's budget, it is offset by a specific levy on the ratepayers of Brixham (equivalent to £28.97 per Band D property).
- A1.10 I am proposing a budget of £123.655m for 2012/13. This will be challenging due to the level of savings required to deliver a balanced and robust budget. This has been arrived at after considering the views of the Overview and Scrutiny Board, Stakeholders and individual responses. Due to the limited resources available to the Council I have been limited in the flexibility I have had in making changes to my proposals. I have set out below my response to the issues raised by the Overview and Scrutiny Board and where I am proposing to reinvest money to services.

## **RESPONSE TO OVERVIEW AND SCRUTINTY**

### **General**

- A1.11 The Overview and Scrutiny Board have been faced with the same difficult choices I have had to consider. The Board has had the opportunity to challenge Executive Leads and officers to allow them to formulate their views and recommendations and I would like to thank the Board for their hard work. However due to the extremely challenging financial climate the council is facing I have very limited scope for making changes to the original budget proposals.
- A1.12 Members will recall that in the Provisional Spending Targets paper to Council on 8 December 2011, there was reference to the possibility of a further reduction in the council's formula grant due to the Government's review of funding for Academy Schools. A provision of £0.5m was included within the provisional targets. The final settlement was announced on 31 January 2012 which confirmed the figures as set out on 8 December. Therefore the Council has £0.5m available for re-investment in 2012/13. However it is expected that there will be a reduction to the Council's formula grant in 2013/14 to reflect the outcome of the consultation on Academy Schools.
- A1.13 As part of the budget proposals, the Residents & Visitors provisional spending target included a provision for non achievement of the income targets set. With the early implementation of some of the new charges within the service officers have reviewed the budget and consider that £0.2m of this provision can be reduced.
- A1.14 With the changes identified in paragraph A1.12 and A1.13 there is £0.7m available for reinvestment and I have set out below how I intend to allocate this money.

Table 2

	<b>£'000 Proposed Reinvestment</b>
<p><b>Adults Services</b></p> <p>Adults Services is the largest share of the Council's budget and is subject to a number of pressures. With the size of reductions faced by the council it was not possible to exclude Adult Services from making savings. The Council and Torbay Care Trust have operated a successful partnership in the provision of Adult Social Care and worked hard to address the pressures created by increasing demands and the changing structures arising from the NHS reforms. In recognition of the pressures faced by this service and concerns raised by the Overview and Scrutiny Board, I intend to increase their budget allocation by a further £0.2m.</p>	<b>200</b>
<p><b>2012/13 Budget Contingency</b></p> <p>The Budget report sets out the context of some of the most challenging times for the Council and the importance of all services containing their expenditure within the approved budgets as set by Council. I recognize that there will always be unforeseen events or pressures that emerge during the year, and the reports you have received have outlined the risks involved with any budget. Therefore I will be recommending that a 2012/13 Budget Contingency is set up to mitigate against these pressures and risks amounting to £0.5m</p>	<b>500</b>
<b>TOTAL FOR REINVESTMENT (see table 1)</b>	<b>700</b>

A1.15 The Overview and Scrutiny Board made a number of recommendations and once again I thank them for all of their hard work. I have noted a number of the recommendations but would like to make a number of specific comments:

- a) I support the Board's view that the Council considers moving to using 2/3 year Business Plans, which include strategic and operational information. However, Members need to be mindful of the fact the council has not been notified as to what its grant allocation will be in 2013/14 and beyond which makes it extremely difficult to plan in the medium term.
- b) As I have already mentioned I welcome the hard work undertaken by the Board, however I do not think it would be appropriate for the Board to be actively involved at every stage of the budget process. Executive Leads and officers need to consider all options carefully when considering next year's budget and the Board will be asked to participate in the process at the appropriate time. Overview and Scrutiny will monitor the budget throughout the year. I have also asked officers to bring forward proposals for the 2013/14 budget and beyond as soon as the 2012/13 budget has been determined. Officers will consider the views of all Members in this exercise.

- c) I have carefully considered the recommendations made by the Board with respect to reinstating a number of savings proposals. Members will be aware of the difficult financial position faced by the Council and in response to this I have consulted officers and Executive Leads to see what changes can be made to my budget proposals. Unfortunately after undertaking these discussions and further reviewing the Council's budgets I am not in a position whereby I can accept any recommendation from the Board which asks for reductions to specific budgets to be reinstated.
- d) I note the comments made about the Overview and Scrutiny Board receiving Business Plans from organisations who receive financial support from the Council. Overview and Scrutiny already has the ability to scrutinise external organisations which the council has a contractual relationship with, and officers routinely include performance data on outside bodies e.g. TOR2 and Torbay Care Trust in their reports.
- e) With respect to the RICC, I agree that the Board should produce a subsidy reduction plan for the next 2/3 years once a new Chairman has been appointed. The Board will be asked to undertake this piece of work as soon as it is practical.
- f) I note the recommendation that the Torbay Strategic Partnership (TSP) should be disbanded. I will undertake a review of the TSP in consultation with our partners.
- g) I support the recommendation that there is a review of grants, voluntary sector organisations and all other bodies.

## **A.2 Recommended Budget 2012-13**

- A2.1 Table 3 overleaf summarises the recommended budget for each Business Unit of the Council if the recommendations are accepted. The budget digest will be circulated to Members at the Council meeting on 8 February when the budget proposals will be considered.

**Table 3**

**Recommended Budget 2012-13**

Business Unit/Service	Mayor's Provisional Spending Targets	Reinvestment / Funding Changes	Total
	£000's	£000's	£000's
<b>Adults &amp; Operations</b>			
• Adult Social Care			
o Torbay Care Trust	39,500		
o 2% increase for Care Homes	335		
o NHS Grant for Adult Social Care Expenditure	2,224		
<i>Sub Total</i>	<i>42,059</i>		
o Other Adult Services – Joint Equipment Store	560		
<i>Adult Social Care Total</i>	<i>42,619</i>	200	<i>42,819</i>
• Business Services	1,986		1,986
• Commercial Services	1,486		1,486
• Finance	1,930		1,930
• Information Services	3,114		3,114
• Supporting People	5,913		5,913
<b>Children, Schools &amp; Families</b>	19,917	900*	20,817
<b>Communities &amp; Local Democracy</b>			
• Community Safety	2,587		2,587
• Community Engagement	1,321		1,321
<b>Place &amp; Environment</b>			
• Economic Development Company	4,276		4,276
• Residents & Visitors	8,747	(200)	8,547
• Spatial Planning	1,403		1,403
• Torbay Harbour Authority	0		0
• Waste & Cleaning	11,142		11,142
<b>Corporate Budgets *</b>	15,675	(1,400)	14,275
• 2012/13 Budget Contingency	0	500	500
• Reclassification of Council Tax Freeze Grant	0	1,539	1,539
<b>Sub Total</b>	<b>122,116</b>	<b>1,539</b>	<b>123,655</b>
Brixham Town Council			<b>193</b>
Schools Related Activity**			<b>83,887</b>
<b>TOTAL</b>			<b>207,735</b>

- Corporate Budgets include Treasury Management, Precepts, External Audit Fees, Concessionary Fares, IT licences.
- \* one off funding.
- \*\*Subject to final confirmation of pupil numbers in July

A2.2 At the present time it is being assumed that there will be a recommended budget that will result in council tax income required of £61.823m. If Members agree to the budget then there will be a further Council Tax freeze for the Torbay Council element of the bill, which will then result in the Council being eligible for a grant of £1.5m – this income has been included within the Corporate budgets. Members will recall that the council tax freeze grant in 2011/12 was guaranteed for the four year CSR period i.e. up until the end of 2014/15. Members are reminded that the council tax freeze grant in 2012/13 is for one year only. This means that in 2013/14 the council has an income shortfall of £1.5m, if all remains the same. Therefore, unless future funds are made available from government, the council will have to consider the impact of this decision when setting levels of council tax for 2013/14 and beyond.

### Summary Financial Position

A2.3 If all the recommendations included in this report are accepted then the overall financial position will be as shown in table 4 below:

**Table 4**

#### Summary Financial Position 2012-13

	£'000
<u>Planned Expenditure</u>	
- Torbay Council net revenue budget	123,655
- Brixham Town Council	193
- Schools Related Expenditure	83,887
	-----
Total Net Expenditure	207,735
	-----
<u>Funded by</u>	
Delegated School Grant (provisional)	83,887
Government Grant	58,493
Council Tax Freeze Grant	1,539
	-----
	143,919
	-----
Council Tax	
- Collection Fund Surplus	1,800
- Torbay Council	61,823
- Brixham Town Council	193
	-----
	63,816
	-----
	207,735
	-----

A2.4 As indicated earlier, if approved, this would represent a freeze in the Torbay

Council element of the final Council Tax demand note. The final bill will also depend upon the final demands from the Devon and Cornwall Police Authority, the Devon and Somerset Fire Authority and the impact of the budget set by Brixham Town Council for the residents of Brixham.

- A2.5 Whilst the budget in respect of Delegated Schools monies is provisional until the final pupil numbers are confirmed in July, unless the Council changes its current policy of not increasing that sum from its own resources, the grant received will be automatically passported through according to the schools funding formula outlined in the Torbay schemes for financing primary, secondary and special schools. It is not recommended that the Council changes its current policy.

### **Use of Reserves**

- A2.6 As part of the budget information made available to Members on 8 December 2011, a review of the council's reserves was undertaken. This recommended the release of £0.150m to set up a Building Dilapidation and Contingent Liability Reserve. No other reserves were recommended to be released.
- A2.7 In 2010/11 £4.5m was released from reserves and allocated to a new Comprehensive Spending Review reserve. This reserve was set up in anticipation of the significant grant reductions expected, to be used to support the budget over the CSR period and in particular to fund the costs of redundancies.
- A2.8 Officers and Members are still assessing the impact of the budget recommendations on staffing but the Council will, where possible, minimise the number of redundancies made through vacancy management and redeployment of officers put at risk where appropriate. However, based upon the proposals made and already implemented in 2011/12 there will be redundancies and associated costs. The final costs of redundancies arising from the budget proposals (which are a cost in 2011/12) will be reported to Members but is estimated to be similar to last year, i.e. £1.5m and will be funded from the CSR reserve.
- A2.9 As part of the regular monitoring process, all spending or allocations from these reserves will be reported in accordance with financial regulations.

### **Budget Risk Assessment by the Chief Financial Officer**

- A2.10 When preparing the annual budget the Council's Section 151 officer – the Chief Finance Officer – must comply with a number of statutory requirements as set out in the Local Government Bill 2003. These relate to the robustness of the budget estimates for each financial year and the adequacy of the Council's reserves. This requirement is contained within Clause 25 of Part II of the Bill and forms a fundamental part of the external auditor's assessment each year.
- A2.11 As in previous years, the Council has been through a detailed budget process in setting the budget for 2012/13. Officers and Executive Lead Members worked together to produce budget reports for each of the Council's business units. These were scrutinised by the Overview and Scrutiny Board and Stakeholders. The Overview and Scrutiny Board presented a report to the Mayor on their



conclusions and recommendations before the Mayor proposed a final budget to Council. This culminates in the Council considering and approving a revenue budget for the financial year and consequentially setting the Council Tax for 2012/13.

A2.12 Torbay Council has always adhered to a number of legislative and regulatory requirements which require the robustness of the budget to be considered and the adequacy of the reserves when setting the budget: i.e. sections 32 and 43 of the Local Government Act 1992 and the Chief Finance Officer's section 114 responsibilities with respect to managing a balanced budget for the authority. The requirements contained within the 2003 Bill formalise a number of these functions, which has always been implicit within the Council's previous budget setting process.

A2.13 When recommending a budget to Council for 2012/13, the Mayor needs to give consideration to the Government powers contained within Clause 26 of the Bill with respect to the level of general fund balances and reserves. As part of the budget process I, as Chief Finance Officer and the statutory responsible financial officer, make an assessment as to the level of the Council's reserves and balances and this is outlined below. The Secretary of State for Communities and Local Government has reserve powers to set a minimum level of general fund balances and reserves for local authorities. This may occur as a consequence of the Chief Finance Officer reporting that the level of reserves is inadequate.

A2.14 To comply with the legislation a report on the level and adequacy of the Council's reserves was prepared and was available on 8 December to be considered as part of the budget papers. In summary section A.5 of the report stated the following:-

**Chief Finance Officer Statement - I am satisfied that the Council's General Fund and Earmarked Reserves, including Insurance Reserves, are adequate for the Council's Financial Plans and to meet any known or predicted liabilities over the period in which the liabilities are expected to become due for payment.**

The Council's General Fund Reserve of £4.0 million represents 3.2% of the Council's overall 2011/12 net budget.

If the proposed budget is approved General Fund Reserves will represent 3.2% of the Council's overall 2012/13 net budget.

A2.15 The report also made reference to the state of the earmarked reserves. All earmarked reserves were considered appropriate (subject to the recommendations made) and the balances held to be at the correct level as at the time of the review.

A2.16 At the present time I cannot recommend any further transfers from the earmarked reserves or general balance, other than planned expenditure in accordance with terms of the establishment of the respective reserve, to aid the 2012-13 budget. I must stress that if the Council recommends the use of one-off reserves to fund ongoing commitments I will have to state that whilst the budget will be robust for 2012/13 this is not a sustainable option and it will require the

Council to start planning immediately to identify savings and /or service reductions to ensure a robust budget can be developed for 2013/14.

### **Robust Budget**

- A2.17 The production of a robust budget each year is an essential element for the effective financial management of the authority. Torbay has continued to align service delivery and financial planning which involves matching and moving resources to deliver service priorities contained with the Community Plan and the Council's Corporate Plan.
- A2.18 As in previous years the budget process has been informed by engaging Members, Stakeholders and local residents in the process through a series of meetings. Officers and Members have been assessing the financial impact of spending pressures that are likely to affect Torbay in 2012/13 and the Overview and Scrutiny Board have made formal recommendations to the Mayor based upon the outcome of these meetings.
- A2.19 As part of the budget process for 2012/13 Members have received an updated version of the Medium Term Resource Plan, the latest update was considered by the Overview and Scrutiny Panel in January 2012. An updated version of the Plan will be presented to Members in due course.
- A2.20 All Members have had access to all budget reports and associated financial papers since 8 December 2011, the earliest date this information has been available and the Overview and Scrutiny Board and Stakeholders discussed these reports in January 2012 and the implications of the spending targets proposed.
- A2.21 The Mayor and Council have received a separate report outlining the recommendations of the Overview and Scrutiny Board with respect to the 2012/13 spending targets.
- A2.22 There are a number of risks which can arise during the development of the budget. These include:
- inaccurate assessment of costs and income.
  - failure to identify emerging risks and service pressures through the Council's business planning process.
  - service variations being proposed that are not achievable or realistic,
  - resource allocation not linked to strategic objectives.
  - a lack of involvement of Members, Stakeholders and local residents
  - weak budgetary control.
  - Changing nature of budgetary assumptions (see below) in a climate of uncertainty.

To mitigate against these risks a number of assumptions have been made in the development of the budget for 2012/13 to ensure a robust budget is set. These include:

- the assessment of inflationary pressures. A zero increase was included in the 2012/13 budget in line with the government's public sector pay freeze. However, the 2012/13 pay award has not been agreed so there is

- a risk that a pay award may be granted.
- price increases are included as part of the budget build. Services have been asked to mitigate against inflationary pressures by reducing purchasing/usage where possible.
- an assessment of the level of interest rates which is contained within the Council's Treasury Management Strategy.
- the assessment of increased demand for services based upon business units assessment of demand.
- aligning service planning and financial planning based on individual services business plans.
- an assessment of the level and timing of capital receipts and payments.
- an assessment of the revenue impact for any planned unsupported borrowing.
- an assessment of the revenue consequences of any capital investment.
- continued review of actions and emerging issues taking place in 2011-12 as part of the regular budget monitoring process and how these may impact on 2012-13 and later years, in particular volatile budgets such as Adult Services, Children's, income such as car parking and Concessionary fares.

A2.23 The main risk once the budget has been set is inadequate financial control. This is minimised by effective and regular monitoring of the budget throughout the year. Torbay has, for a number of years, put in place a series of regular revenue and capital monitoring reports, which are presented to the Overview and Scrutiny Board meetings and all Members which review the budget on a quarterly basis throughout the financial year. These reports provide Members with an overview of the key spending pressures faced by the Council linked with performance issues at the same time and the management action which will be taken to address any issues which arise. This approach will also pick up issues arising from economic volatility and increased demand for services.

A2.24 In addition to the generalised risk relating to financial control, there are also a number of specific risks which the Council has addressed in the recommended budget. The main specific risks relate to the impact of an increase in the number of complex projects, investment to support increasing demands with social care and safeguarding children, the cost of any redundancies and the continued impact of the current economic climate.

A2.25 The council is also faced with other risks which have been considered as part of the budget i.e. risks with partners such as Tor2, the Coast and Countryside Trust, Torbay Economic Development Company, Tourism Company and the Riviera International Conference Centre. The council will continue to work closely with partners to ensure key outcomes and objectives are achieved but mindful of the difficult financial challenges we are all facing.

A2.26 Revenue (and Capital) monitoring reports to the Overview and Scrutiny Board are published at the start of each new financial year in accordance with set meetings. In addition, key volatile budgets are reviewed and updated on a regular basis and are monitored on a monthly basis. Individual business unit budgets are also reviewed as part of the council's Performance Management system and through the balanced scorecard. This ensures that senior managers

have an opportunity to discuss the key financial issues facing the Council and take corrective action as necessary. In addition all budget holders receive profiled budget reports within 10 days of the close of the financial period.

### **A3. Risk assessment of preferred option**

#### **Outline of significant key risks**

A3.1 The Chief Finance Officer has a statutory responsibility to report to Council if, in his opinion, the Council sets an unrealistic budget given the information available at the time of the budget setting. In addition to his professional opinion he must, to a degree, be reliant on the advice of his colleague officers. This is particularly the case when 2012/13 will be extremely challenging for the Council and all services both financially and in terms of maintaining service levels. At the time of writing this report, no officers have stated that the budget they have responsibility for is unachievable or that they will be unable to fulfil their statutory duties. As a result of the actions taken in preparing the budget forecasts and the assurances from other officers, the Chief Finance Officer is happy that the recommended budget is both robust and achievable. He is also of the view that based upon recommendations included in the report as written, it is also sustainable, assuming no significant external factors impacting on the Council in future years.

### **A4. Other Options**

A4.1 There are no alternative options to the Council considering the implications of this report setting a legal budget if it wishes to deliver services in 2012-13. However there are alternative spending options which Members may wish to debate before coming to a final decision.

### **A5. Summary of resource implications**

A5.1 The resources implications have been set out in section A.1 of this report and the expected or anticipated risks, consequences and outcomes have been set out in the various reports to Members during the course of this budget round.

### **A6. What impact will there be on equalities, environmental sustainability and crime and disorder?**

A6.1 The approval of the Council's revenue budget will assist all Council services in meeting their obligations with respect to equalities, environmental sustainability and crime and disorder.

### **A7. Consultation and Customer Focus**

A7.1 There has been extensive consultation on the budget proposals with all Members, through the Scrutiny Meetings held in January 2012 with Members and Stakeholders and local residents.

### **A8. Are there any implications for other Business Units?**

A8.1 All Business Units will be affected by the budget proposals and their ability to support the Council's corporate objectives and the delivery of their individual

Business Plan objectives.

## **Annexes**

Appendix 1 – Corporate Plan

Appendix 2 - Local Government Finance Settlement and Revenue Budget 2012/13

## **Documents available in members' rooms**

None

## **Background Papers:**

- The Medium Term Resource Plan
- Review of reserves
- Various Budget reports presented to Members
- Government documents relating to the Revenue Support Grant Settlement



# **Torbay Corporate Plan 2012 – 2015**

Working for a healthy, prosperous and happy Bay

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**A Healthy Bay**

Outcome	Improved Children and Adults Safeguarding
Activities	<ul style="list-style-type: none"> <li>• Improving the response to the first call/referral for help</li> <li>• Increasing face to face contact with professionals and increased access to advocates</li> <li>• Keeping troubled families together where possible</li> <li>• Ensuring families are clear about processes, what the expectations are and sticking to commitments</li> <li>• Improving the impact and effectiveness of professionals through the raising of knowledge and skills</li> <li>• Measuring impact including via feedback from Children, Young People, Parents and Staff.</li> </ul>

Outcome	A reduction in Inequalities across the Bay
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 112</p> Activities	<ul style="list-style-type: none"> <li>• Continue to work on the Closing the Gap Strategy</li> <li>• Development of an Intensive Family Support Service (IFSS) to support families with complex needs</li> <li>• Provide support to enable Heles Angels to develop into a Community Development Trust</li> <li>• Provide Public Transport Infrastructure to ensure access from deprived areas to education, employment and vital services</li> <li>• Ensure appropriate access to sports and play facilities for those most in need</li> <li>• Develop a local ‘Military Compact’</li> </ul>

Outcome	A reduction in the negative impact of alcohol, obesity, tobacco and drugs on our communities
Activities	<ul style="list-style-type: none"> <li>• Improve opportunities for people with drug and alcohol issues and maintain timely safe and effective access to services.</li> <li>• Target stop smoking advice to focus on             <ul style="list-style-type: none"> <li>○ Routine/ manual 35+yrs with larger employers</li> <li>○ Mothers who are pregnant</li> </ul> </li> <li>• Develop primary care with a focus on preventative measures and diagnostics</li> <li>• Develop a programme to address inequalities in health behaviours amongst young women in Torbay.</li> </ul>



<b>Outcome</b>	<b>Using the principles of Early Intervention and Early Prevention improve outcomes for families and reduce long term costs to agencies</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Enhance the quality of education through partnerships with providers to support and enhance achievement for children and young people</li> <li>• Development of an Intensive Family Support Service (IFSS) to support families with complex needs</li> <li>• Implementation of Community Budgets to support families with complex needs</li> <li>• invested £500k in early intervention to reduce spend in children's next year</li> </ul>

<b>Outcome</b>	<b>Reduce local greenhouse gas emissions</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Promoting greater use of sustainable transport e.g. walking, cycling, bus and ferry</li> <li>• Improving air quality in areas worse affected</li> <li>• Continue to reduce energy use on highways and street lighting</li> </ul>

<b>Outcome</b>	<b>Reduce teenage pregnancies</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Maintain on going reduction in teenage pregnancy</li> </ul>

<b>Outcome</b>	<b>Improved health and wellbeing through sport and outdoor activity</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Support for community pools</li> <li>• Improve sport and play infrastructure through use of Community Infrastructure Levy and external funding streams</li> <li>• Negotiate 40 year leases with sports clubs to enable them to access external funding streams</li> <li>• Increase participation in physical activity particularly for those between 16 and 40 years</li> <li>• Use of the GP Referral Scheme to tackle health issues in the local population</li> <li>• Support sports clubs to improve physical activity</li> <li>• Improve older people's quality of life through links to sport/neighbourhoods and health</li> </ul>

**A Happy Bay**

<b>Outcome</b>	<b>Crime levels remain low, people feel safe</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Maintaining focus on the night-time economy.</li> <li>• Maintain sustainable levels of CCTV provision across the bay</li> <li>• Design out vandalism and anti social behaviour in public spaces</li> <li>• Build position relationships with the new Police and Crime Commissioner to ensure resources are available to keep Torbay’s communities safe and crime levels remain low.</li> </ul>

<b>Outcome</b>	<b>Communities are involved in resolving local issues in neighbourhoods</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Support voluntary and community groups in improving their local areas</li> <li>• Support volunteering initiatives to deliver community activity programmes</li> </ul>

<b>Outcome</b>	<b>A sustainable and flourishing tourism, leisure, and culture sector that is open to residents and visitors</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Olympic Torch Relay and other celebration events in this year attracting more visitors to the bay</li> <li>• Increase marketing activity related to tourism</li> <li>• Completion of the Torre Abbey Project</li> <li>• Princess Promenade refurbishment</li> <li>• Ensure beaches and bathing waters meet the standards required of a major seaside resort</li> <li>• Improving the efficiency of library services whilst meeting community needs</li> <li>• Promotion of– Geopark, Agatha Christie, the Arts and our Cultural Heritage</li> <li>• Harbour Development Policy As part of wider contribution of harbours to mayoral priorities and increase maritime tourism to the bay</li> </ul>

<b>Outcome</b>	<b>The Bay is easy to get around</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Development of integrated transport solutions where feasible</li> <li>• Management of major highways capital projects –Tweenaway Junction, Western Corridor, Fleet Street, National Cycle route and Haldon Pier</li> <li>• Maintain free flow of traffic with sensitive parking enforcement measures</li> </ul>

<b>Outcome</b>	<b>An appropriate supply of quality housing</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Bring empty Homes back into use</li> <li>• Completion of Housing Strategy</li> <li>• Agree core strategy and develop positive relations with housing providers/ developers</li> <li>• Ensure Government funding opportunities are maximised</li> </ul>

<b>Outcome</b>	<b>Communities are empowered through the roll out of locality working and community budgets</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Promote / develop neighbourhood plans as part of the Localism agenda</li> </ul>

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<b>Outcome</b>	<b>Communities are engaged in the democratic process</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Develop integrated programme of civic pride with traditional and more participative democratic structures</li> <li>• Further review of the Mayoral System of Governance</li> <li>• Support inclusive approach to governance</li> <li>• Deliver a Scrutiny Programme that adds value to the decision making processes of the Council and Key Partners</li> <li>• Ensure consultation processes are fit for purpose</li> <li>• Champion volunteering</li> <li>• Have a positive relationship with the voluntary sector to support community capacity and active lives</li> </ul>

**A Prosperous Bay**

<b>Outcome</b>	<b>Job-led regeneration</b>
<p><b>Activities</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 117</p>	<ul style="list-style-type: none"> <li>• Maintain support for business start ups in Torbay</li> <li>• Developing a case for future structural fund eligibility for Torbay (European Union funding)</li> <li>• To work actively with the Heart of SW Partnership</li> <li>• Improving the support network for priority sectors and large businesses in Torbay particularly hi tech and manufacturing businesses and Small and medium enterprises (SME's)</li> <li>• Support the local economy, where possible, through local purchasing by the public sector and private sector companies</li> <li>• Identification of business partnership opportunities to access new markets.</li> <li>• Develop Local Development Framework (LDF)Core Strategy and Neighbourhood Plans</li> <li>• Develop positive relationships with adjacent councils to maximise opportunities for job creation through for example; planning, transport planning and education</li> <li>• Tackle youth unemployment as a priority to reduce pressures on services</li> <li>• Work with Town Centre Company to increase business in the 3 towns</li> </ul>

<b>Outcome</b>	<b>An environment that encourages inward investment</b>
<p><b>Activities</b></p>	<ul style="list-style-type: none"> <li>• Completion of the South Devon Link Road by 2015</li> <li>• Actively plan to ensure that the benefits of the South Devon link road, are maximised through inward investment to Torbay , including a review of existing transports systems and improvements to Gateway sites</li> <li>• Influence regional and national leaders in the public and private sector for positive economic investment in the bay</li> <li>• Provide a framework with the LDF Core Strategy to bringing forward appropriate employment sites consistent with the inward investment strategy</li> <li>• Lobby for improve transport and communication links at regional and national level,</li> <li>• Plan for a third harbour and cruise ship terminal in Torbay to include facilities for Tall Ships</li> <li>• Work with the Town Centres Company in delivery of the Business Improvement Districts</li> <li>• Supporting partners in bringing forward development at Whiterock Business Park, Devonshire Park and other sites</li> <li>• Ensure that the delivery of the Torbay Inward Investment programme by the TDA, targeting sectors including advanced electronics, healthcare &amp; research, marine science, call-centres, marine activity to encourage more businesses including those based around tourism</li> </ul>

	<ul style="list-style-type: none"> <li>• Revitalise the retail offer in the town centres</li> <li>• Improve the public realm</li> <li>• Maintain cleanliness of public areas</li> <li>• Ensure parking plans for Brixham are adequate</li> <li>• Reduce reliance on car parking charges</li> </ul>
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Outcome	Sympathetic Regeneration
<b>Activities</b> Page 118	<ul style="list-style-type: none"> <li>• Deliver Princess Promenade refurbishment</li> <li>• Develop additional beach front facilities to enhance the visitor experience</li> <li>• Improvement of street scene in high profile areas</li> <li>• Encourage the development of new tourism related business in Torbay</li> <li>• Develop enterprise area proposals for key sectors in Torbay</li> <li>• Delivery of regeneration schemes for key sites including Brixham Town Centre, Oldway, and refurbish the Riviera International Conference Centre</li> </ul>

Outcome	Raise Skill Levels
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Improvement in school attainment and attendance (DoE Standards)</li> <li>• Aligning Education and Economic Development Strategies in particular at the 14-19 age range</li> <li>• Encourage public and private sectors to employ apprentices</li> <li>• Where possible programmes and interventions are targeted at areas in most need.</li> <li>• Working with regional Universities to increase the take-up of graduate placement and internship programmes by local businesses</li> <li>• Working with partners including the Skills Funding Agency and South Devon College to ensure that the further education offer is responsive to the needs local businesses</li> <li>• Develop and implement a worklessness strategy &amp; action plan</li> <li>• Develop new jobs and skills and support the retention of existing jobs in the Bay</li> </ul>

Outcome	Provide value for money for our communities
<p data-bbox="49 612 181 639">Activities</p> <p data-bbox="85 735 129 919" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 119</p>	<ul style="list-style-type: none"> <li>• Contract management of TOR2, and progress on energy to waste arrangement</li> <li>• ERTC on delivery of increase visitors to Torbay,</li> <li>• TCCT to deliver VFM and improved countryside management</li> <li>• Delivery of Office Rationalisation Project</li> <li>• Ensuring budget reductions across the organisation are delivered</li> <li>• Building on the experience of the 2012/13 budget setting process commence work on the 2013 budget from early 2012</li> <li>• Upgrade our Call centre technology</li> <li>• Increasing joint commissioning and potential for shared services</li> <li>• Ensure Parkfield meets financial objectives</li> <li>• Develop a 3 year integrated business plan ( up to next elections) with robust service level business planning, thereby Ensure resources match the administration’s priorities through the CSR period</li> <li>• Implement changes to business rates and develop strategy to maximise the benefits available for Torbay</li> <li>• Plan for the universal credit changes and develop strong relationship with Department of work and pensions</li> <li>• Develop and consult on a localised council tax benefit scheme</li> <li>• Communicate progress on the corporate plan, and our support for communities at local and regional level (</li> <li>• Support the implementation of National NHS reforms, specifically the transfer of Public Health</li> <li>• Manage the Social Care contract, oversee budget reductions and annual agreement with Torbay Care Trust</li> <li>• Review Partnership Structures</li> </ul>

Outcome	A sustainable supply of energy for the Bay
Activities	<ul style="list-style-type: none"> <li>• Maximise the benefits to Torbay from governments green/energy initiatives through advocating the case for investment locally</li> </ul>

## **Appendix 2**

### **Local Government Finance Settlement and Revenue Budget 2012/13**

#### **Introduction**

- 1.1 This paper outlines the budget process for Members and the latest information that leads to the Mayor's recommended budget for 2012/13 and provides a summary on the outcome of the Local Government Finance Settlement which sets out the formula grant allocation to Torbay in 2012/13.
- 1.2 The paper provides the Mayor with feedback from the various consultation processes that have taken place as part of the budget process including local residents and Stakeholders and recommendations from the Overview and Scrutiny Board.
- 1.3 Having considered all of this information the Mayor has made recommendations to Council as to how the Council's limited financial resources are allocated between Business units to deliver the key objectives and priorities of the Community Plan and Corporate Plan.
- 1.4 When considering this paper, Members should refer to the previous budget information made available to Members and should also read this report in conjunction with the Budget proposals for 2012/13.
- 1.5 Members should note the changes to the provisional spending target and budget and the impact on the revised targets. The Council has an additional £0.7m available to consider in the budget setting process. The Mayor, in the light of the comments from consultees and the recommendations from the Overview and Scrutiny Board has confirmed his final recommendations.

#### **A1. Budget Process**

- A1.1 The Mayor's budget proposals have been made in the context of some of the largest cuts to public spending and to local government seen in a generation. Confirmation of the headline cut of 28% for local government grants as set out in the Comprehensive Spending Review (CSR) will mean Torbay will be faced with significant year on year reductions in its funding. The Council has responded proactively to the severity of the cuts proposed and the Mayor's 2012/13 budget proposal to Council is the culmination of a detailed budget process which started at the beginning of the financial year with the process continuing with development of the 2013/14 budget starting as soon as this budget has been agreed.
- A1.2 Financial reports have been available to Members throughout the year which has been used to propose a robust budget for the next financial year which both aims to deliver the aims of the Community Plan and also to minimise the reductions to front line services. A key objective of the Council during these difficult times is maintaining a low level of council tax for residents. With this in mind the Mayor is not proposing an increase to the council tax in 2012/13 by



taking advantage of the council tax freeze grant made available by the government for 2012/13. This decision reflects the difficult financial climate all residents of the Bay are faced with.

- A1.3 As part of the Council's financial planning, a Medium Term Resource Plan (MTRP) and Review of Reserves report were made available to all Members and the Overview and Scrutiny Board discussed the main financial papers as part of their deliberations on the budget proposals in January 2012. The Resource Plan set out a number of assumptions for the levels of income the Council expected over the next four years (including council tax assumptions) and the spending pressures the Council faces. This included committed spending pressures that were unavoidable and in particular the uncertain financial future for the council due to the current recession and position of the public finances.
- A1.4 An updated version of the Plan will be presented to Members in due course to reflect the final decisions in respect of the 2012/13 budget, along with the latest information in respect of later years funding from central Government including a number of significant changes to local government finance. As part of the planning process the Council is continuing to plan the best use of its resources, be they revenue resources, capital, human or assets to ensure they meet the best outcomes for communities in the Bay and are applied using value for money principles.
- A1.5 Upon approval of the 2012/13 budget, service managers will refine their business objectives as monitored through the Council's Balanced Scorecard (SPAR).
- A1.6 On 8 December 2011, the Mayor circulated the Revenue Budget 2012/13 Provisional Spending Targets for each Business Unit. At this time the Council had not received confirmation of the Provisional Local Government Finance Settlement and there was uncertainty as to whether the allocations announced in 2011, as part of the two year settlement, would be confirmed due to the uncertainty with respect to the consultation on Academy Schools funding and its impact upon the grant allocation for local government.
- A1.7 Within the paper circulated on the 8 December there was details of all service reductions to meet the provisional targets set. This was the earliest such information was available which reflected the unprecedented nature of the financial situation the Council found itself in and provided the longest period of consultation on the budget proposals. The Provisional Settlement was announced on 8 December 2011 and confirmed on 31 January 2012 when the final settlement was announced.

The principles which have been applied in developing next year's budget are the following:

- Ensuring regeneration is key objective for the council
- Maintaining and improving the appearance of the Bay
- Supporting and protecting the most vulnerable children and adults within the Bay.
- To identify efficiency savings through the redesign of services to minimise the impact of service cuts

- To maximise our revenue opportunities by progressing the Revenue Income Optimisation project.
- As a last resort to consider service reductions as a result of the significant reduction to the council's grant from Government.
- To continue to invest to save with partners where we can.
- To develop radical solutions for service delivery over the next 4 years.

A1.8 The paper circulated on 8 December 2011 set out the budget build up for each Business Unit, including any known committed growth items and a provision for inflation. The paper set out any investment items and any reductions to achieve the initial target set for each service. The paper also included a summary of the current performance levels and target performance for 2012/13.

A1.9 The Overview and Scrutiny Board held a series of public meetings during January 2012 to assess the implications of the budget proposals. Stakeholders were invited to the budget meetings and make representations about the proposals. The Overview and Scrutiny Board prepared a report on their findings for consideration by the Mayor.

A1.10 In addition, members of the public were asked to provide feedback on the Council's budget through its interactive budget stimulator as well as through the consultation caravan, view point panel, budget consultation meetings and staff newsletters.

A1.11 The report from the Overview and Scrutiny Board is included at Annex 1. A report on the budget consultation process and its results has been circulated to the Overview and Scrutiny Board and a copy of that report is shown at Annex 2.

A1.12 The Mayor would like to thank all who responded to the consultation and has expressed his appreciation of the work undertaken by the Overview and Scrutiny Board and the recommendations and constructive comments that have emerged. The Mayor understands many of the views expressed in the reports, and has considered them in the context of the significant reduction to the council's grant allocation over the next two years. However, due to the severity of the grant reduction received from Government there is very little scope to respond to some of the recommendations and suggestions and whilst all options for delivering further efficiencies and raising additional income has been explored it is inevitable there will have to be reductions to services which constrains the Council's plans.

A1.13 As in previous years the Council continues to suffer from the current "damping" arrangements - £4.182m in 2012/13 and there are a number of budget pressures which the council has little or no control over i.e.:

- the impact of rising unemployment and workless rates within the local economy and impact upon young adults not in education, employment or training (NEETS).
- the pressure within the Bay for affordable homes and an increase in the number of residents needing advice and length of time in temporary accommodation and dependence upon Supporting People Services.

- service pressures within Children’s Services with an increase in numbers of children looked after within the Bay. The number of Children Looked After have increased steadily from 176 in October 2008 to 255 as at 31 December 2011 – an increase of 79 - and the number of children subject to a Child Protection Plan at this date is 285.
- the changing demographics within the Bay mean service demands will continue within Adults Social Care due the numbers of clients with ever increasing and complex needs.
- the cost to the council of the national concessionary fares scheme which is funded by the council.

A1.14 These pressures (and others) limit the resources available to the Council and means that unfortunately not all priorities or wishes can be accommodated in the final budget package being recommended to Council. Due to the current financial climate and the period of austerity the country is faced with over the next three years, the Mayor has also to be mindful of the reduction in grants received from Government Finance Settlements in the future which will have an significant impact upon the Council and the level and range of services that can be provided.

A1.15 As in previous years, the Council made representations to the Government with respect to the provisional settlement which included Torbay’s concerns about the significant reduction to the council’s grant and the impact this will have upon the delivery of local services and the continuation of the damping arrangements. Torbay’s representation to Government on the settlement is outlined in annex 3.

A1.16 Torbay’s representation has expressed its disappointment with the continuation of the floor damping arrangements and its impact with respect to the loss of grant in 2012/13. Torbay has lost a further £4.182m in grant for 2012/13 which has had to be taken into account when proposing the 2012/13 budget to Council. Damping appears to be a permanent feature of the local government finance system, however the council will continue to highlight the unfairness of this system. As the representation states to put this into context by 2012/13 Torbay will have lost £32.6m in grant since the introduction of damping in 2006/07.

**Final Settlement**

A1.17 The final settlement was announced on 31 January 2012 and confirmed the figures announced on 8 December 2011. This Settlement was the second of a two year period.

A1.18 Torbay’s provisional formula grant is shown below in Table 2.

**Table 2**

**Formula Grant**

	2011/12	2012/13
	Actual	Provisional

	£ million	£ million
Formula Grant	62.422	57.920
Council Tax Grant	1.539	1.539
<b>Total</b>	<b>63.961</b>	<b>59.459</b>
Loss due to Damping	4.084	4.182

A1.19 The government announced that they would be extending the council tax freeze grant for a further year and the Mayor has decided to accept the grant. For Torbay this will mean a grant of approximately £1.5m. However, Members are reminded that the council tax freeze grant in 2012/13 is for one year only. This means that in 2013/14 the council has an income shortfall of £1.5m. Therefore the council will have to increase the 2013/14 council tax by 2.5% to maintain its existing council tax income subject to some minor changes which will arise from changes to the council's tax base.

A1.20 Members will recall that the council tax freeze grant in 2011/12 was guaranteed for the four year CSR period i.e. up until the end of 2014/15. However, this grant funding is at risk from 2015/16 as the Government has not said whether it will continue and this will be taken into account as part of the Council's medium term financial planning.

A1.21 When the CSR 2010 was announced, the Government said it would be allocating an additional £2bn for Adult Social Care over the 4 year CSR - £1bn from within the local government allocation and £1bn via the NHS. As part of the grant Settlement for the NHS, all Primary Care Trusts (i.e. Torbay Care Trust) received a separate allocation for Adult Services. The Torbay Care Trust's allocation for 2012/13 is £2.2m to deliver these services. This money must be passported to Torbay as it is part of the Local Government Finance Settlement and an agreement reached as to how this money is spent. In assessing the overall resources available to the Council, Torbay has assumed that £1.1m will be used to fund existing Adult Social Care commitments and the balance will be used to support new initiatives that will be agreed between Torbay Council and the Torbay Care Trust.

### **External Levies**

A1.22 There are two External Levies which form part of the Council's budget requirement over which the Council has no control over the budget set by each of them. They are the Environment Agency and the Inshore Fisheries Agency. The cost of the external levies in 2012/13 has been estimated as being £0.070m.

### **Council Tax and Capping**

A1.23 As mentioned in paragraph A1.20, the Mayor is proposing a council tax freeze for 2012/13. At time of writing there have been over 142 local authorities that have said they will set a zero increase.

A1.24 In previous years the Government had powers to cap local authorities that set excessive increases. However the Government has changed the system and from 2012/13 will require all local authorities who propose a council tax increase of more than 3.5% to undertake a local referenda and gain public support for such an increase.

A1.25 The Council Tax bill eventually sent out is made up of three main component parts, namely Torbay Council, the Police Authority and the Fire Authority. The Secretary of State will look at the three component parts, not the overall bill and therefore if one of the three organisations were capped, the Council would have to re-bill. Members will be aware that in addition there will be a separate council tax charge for residents in Brixham for Brixham Parish Council. Brixham have confirmed their budget requirement for 2012/13 which is £193,074 which is a £6,624 increase compared to 2011/12.

A1.26 At the time of writing, neither the Police Authority nor the Fire Authority has set their budgets for 2012/13. It will be the level of council tax pertinent to each resident in Torbay that is important but on a wider scale it should be remembered that the current council tax in Torbay is the third lowest in Devon.

## Updated Revenue Estimates

**Table 2**

### Summary of Latest Budget Position

	2012/13 £m
Council Expenditure – Provisional Budget Targets 8 December 2011 (a)	122.1
2011/12 Council Tax Freeze Grant – Reclassification of Grant	1.6
	<b>123.7</b>
<b>Funded By</b>	
Government Grants	60.1
Council Tax Income	61.8
Collection Fund Surplus	1.8
Income (b)	<b>123.7</b>
<b>Balance</b>	<b>0</b>
<b>Updated Budget Changes since December 2011</b>	
No reduction to Formula Grant as result of consultation on Academy Schools	0.5
Release provision for non achievement of car parking income	0.2
<b>Available for reinvestment</b>	<b>0.7</b>

A1.27 The Council continually monitors the assumptions it has made during the budget process and where appropriate updates the estimates originally used in the light of later and better information. This year is no exception to this process and there are a number of changes to the original estimates which slightly improves the overall position. Table 2 provides a summary of the changes since the provisional targets were set.

A1.28 Members will recall that in the Provisional Spending Targets paper to Council on 8 December 2011, there was reference to the possibility of a further reduction in the council's formula grant as part of the Government's review of funding for Academy Schools a provision of £0.5m was included within the provisional targets. The final settlement was announced on 31 January 2012 and confirmed the figures announced on 8 December 2011, therefore the provision is no longer required. And the Council has £0.5m available for re-investment

A1.29As part of the budget proposals Residents & Visitors provisional spending target

included a provision for non achievement of the income targets set. With the early implementation of some of the new charges officers have reviewed the budget and consider that £0.200 of the income target can be reduced.

A1.30 The impact of these changes identified above means that the Council will have an additional £0.700m available to consider in the budget setting process. The Mayor, in the light of the comments from consultees and the recommendations from the Overview and Scrutiny Board will put forward recommendations.

### **Adequacy of Reserves**

A1.31 As part of the budget information made available to Members on 8 December 2011 included a review of the council's reserves.

A1.32 In line with guidance from CIPFA, (Local Authority Accounting Panel bulletin 77) the Council has undertaken a risk assessment linked to short and medium term financial budgets and plans. The table is a good model to assess at a high level the level of risk that has been recognised within the 2012/13 budget process.

<b>Budget Assumptions 2012/13</b>	<b>Financial Standing and Management</b>
Inflation and interest rates	<p><u>Pay related costs</u></p> <p>Assumptions on pay awards have been made in line with those used in other authorities and vary according to negotiating groups. The government announced a three year public sector pay freeze which has been built into the budget - an allowance has been made for increments.</p> <p><u>Non pay costs</u></p> <p>Each subjective code within the Council's budget has had an appropriate inflation rate applied. This is linked to specific contracts, office of national statistics inflation data or specific advice from the procurement team.</p> <p><u>Interest Rates</u></p> <p>Rates for investments and borrowing are based on rate forecasts provided by the Council's treasury management advisors. Interest rates (bank base rate) are currently 0.5% and are expected to stay at that level of most of 2012/13. This has an adverse impact on Council investments. The Council's medium term borrowing requirement is already secured at fixed rates</p>
Estimates of the level and timing of capital	The Council's current 4 year capital plan of £71m assumes the generation of £3m of capital receipts.

receipts

The Capital Strategy and Capital Budget Report 2012/13 highlight the risk from the current economic conditions of both the value and timing of potential receipts.

As a result of the economic conditions there has been a drop in the level of receipts received by the Council and the value of potential receipts on some assets have been reassessed at a lower level.

To support the generation of capital receipts there is the Asset Rationalisation Plan which aims to generate the required level of receipts over the four year life on the plan. Due to the low bank rate the major risk associated with capital receipts is the value rather than the timing although a delay in receipts will reduce investment income and could lead to temporary borrowing.

Treatment of demand led pressures

Changes in demand for services and national standards are generally treated as unavoidable costs and provided for in the budget proposals. For 2012/13 these include:

- demand for concessionary fares
- adult social care
- safeguarding children
- waste management and landfill tax
- car park income
- planning and building control income
- treasury management
- repairs backlog
- increasing number of benefit claimants

These increased demands will have to be managed in the context of significant reductions to government grant. Certain volatile budgets need to be carefully managed i.e. Adults and Children's.

Treatment of planned efficiency savings/productivity gains/new income

The Council is faced with significant budget reductions over the next four years. Some of the savings required have been implemented in 2011/12 to ensure a full years saving is achieved.



streams	<p>Efficiencies are identified as part of the budget setting process and are assumed to be achievable when set as part of a setting a balanced budget.</p> <p>The council's revenue income optimisation project has identified options of generating new income streams which have assisted in</p> <p>No budget proposal is accepted if not achievable or sustainable in the longer term.</p>
Financial risks inherent in any significant new funding partnerships, outsourcing or major capital developments	<p>The Council has managed new arrangements such as the Torbay Care Trust and Torbay Economic Development Company without significant risk. There are however a number of major projects which could generate risks such as the Joint Waste Partnership and the South Devon Link Road.</p> <p>This is a key risk for the Council with the level of both its change agenda and its capital programme.</p> <p>Each project is managed in terms of risk and has a project board, however consideration could be given to earmarking reserves to mitigate any potential risk.</p>
Availability of Reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions	<p>The Council's insurance reserve is separately reviewed on an annual basis. The Council would have access to the Bellwin scheme for uninsurable major incident such as wide scale flooding.</p>
General financial climate to which the Council is subject	<p>External factors continue to be a significant issue for the Council in 2012/13 and beyond particularly in view of the grant reductions expected over the final 2 years of the CSR.</p> <p>Any deterioration in local economic conditions or the country falling back into recessions could impact upon services. These would include lower income levels on services such as land charges and planning, lower levels of tax collection and higher levels of bad debts being incurred.</p> <p>The money market conditions and in particular the issues associated with Icelandic banks has highlighted risks associated with Council loans and investments. The Council has had no experience of default of any of its investments. The arrangements to manage this risk are outlined in the annual Treasury Management</p>

Strategy.

**Annexes**

- Annex 1 Recommendations from Overview and Scrutiny Board.
- Annex 2 Summary of Views and Comments from Consultation With Residents and Stakeholders.
- Annex 3 Letter to Department for Communities and Local Government.

**Recommendations from Overview and Scrutiny Board.**

Title: **Budget Recommendations Report from Overview and Scrutiny**

Is the information in this report available to the public? Yes

Wards Affected: All wards in Torbay

To: The Mayor On: 01 February 2012

Contact Officer: Jo Beer

☎ Telephone: 207894

✉ E.mail: Joanne.beer@torbay.gov.uk

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**1. Key points and Summary**

- 1.1 The Overview and Scrutiny Board met to discuss the Provisional Spending Targets for 2012/13 by Business Unit. Public meetings of the Board took place on 13<sup>th</sup>, 17<sup>th</sup>, 20<sup>th</sup> and 25<sup>th</sup> January and Executive Leads along with Commissioning Officers and Executive Heads were asked to present their proposals.
- 1.2 In addition to the Mayor's Proposals for the Revenue Budget 2012/13, the Mayor's Proposals for the Capital Investment Plan for 2012/13 to 2015/16 and the Annual Strategic Agreement, the board also reviewed updated impact assessments and results of consultation activity. It also requested and received detailed proposals from the library service, supporting people and the draft corporate plan.
- 1.3 Members of the board also considered representation made by members of the public at the meeting

***General Recommendations:***

- 1)** The current one year approach to budget building and planning for future financial years was discussed - recommending that the Council gives consideration to using 3 or even 4 year Business Plans, to include strategic and operational information.
- 2)** That for future Overview & Scrutiny meetings more financial information should be provided, including business plans (where available).
- 3)** The Board recommended that Scrutiny be involved in the budget consultation for 2012 onwards from February this year.

### ***Children, Schools and Families***

- 4) That the funding of £100,000 for the Early Years Service is not cut.
- 5) Whilst supporting the principle of increased voluntary sector involvement in delivering youth services the Board expressed concerns about how this would be delivered on the ground. The Board requested that this be monitored to enable it to review the effectiveness.
- 6) To ensure that the Strategic Lead post for teenage pregnancies remains until the Board are satisfied that there is no adverse impact on the work currently being carried out in this area.
- 7) For the Mayor ensure that the reduction in Attendance Improvement Officers does not take place until the Board can be assured that the "Schools Supporting Schools Programme" is in place and the removal of these posts will not have a negative impact.
- 8) The board requests assurance from the Mayor that income to be generated at Park field is not preventing young people from disadvantage background from benefitting from these facilities.

### ***Residents & Visitors Services:***

- 9) That for future meetings Business Plans should be given to the Board to allow them to receive further details such as Business Plans for Museums, RICC etc.
- 10) That the Mayor considers inflationary issues relating to the TOR2 contract (currently use RPIX rates) and whether it would be possible for this to be more flexible and the partnership representative from the Council be asked to raise this with the TOR2 Board.
- 11) In the absence of some information the Board still have concerns about the impact that the libraries cuts will have on the community

### ***Business Services:***

Currently no recommendations made.

### ***Finance:***

- 12) That the RICC should provide Torbay Council with a subsidy reduction plan for the next 2/3 years once the new Board is established.

### ***Information Services:***

Currently no recommendations have been made.

### ***Commercial Services:***

Currently no recommendations have been made.

### ***Economic Development Company (EDC):***

**13)** Mayor to investigate means of funding for employment and development opportunities in relation to the new link road. (300k over 3 years from reserves).

### ***Adult Social Care***

**14)** The Board raised their concerns regarding the delivery of the Adult Social Care budget and in particular these 8 points:

1. There has been incomplete consultation and recommended ongoing consultation be monitored to ensure that the potential impact on individual clients is understood and taken into account and followed through
2. Inflation (Residential & Dom Care)
3. Cuts to back office totalling £500k, could delay delivery of other savings
4. Annual Strategic Agreement still not agreed
5. Negotiations over the budget are not entirely complete
6. There is no budget contingency in place
7. The ability to absorb this years overspend
8. The level of demand for the services

The board have recommended that they bring their concern to the Mayors attention.

### ***Supporting People:***

**15)** The Board considered the outline details setting out were the Supporting People budget is being spent and prioritised including the PLUSS contract and wishes to engage positively as a board to ensure that appropriate service provision can be maintained.

### ***Harbours:***

Currently no recommendations made.

### ***Spatial Planning & Waste:***

**16)** That with regards to concessionary bus fares consideration be given to the knock on effect to other service areas (specifically the impact on Adult Social Care).

### ***Community Engagement:***

**17)** That the Mayor considers how much could be saved by disbanding the Torbay Strategic Partnership (TSP).

### ***Community Safety:***

**18)** That reconsideration be given to the proposed saving for the out of hours emergency noise service.

**19)** That a review of grants to community, voluntary sector organisations and all other bodies to be undertaken.

**20)** The mayor reconsider the cuts to the out of hours emergency noise service be

dropped and that a further sum be provided for a fit for purpose service with improved advertising and a more strategic approach.

### ***Capital Investment Plan 2012/13 to 2015/1***

**21)** The Board encourages the Mayor to continue to dispose of appropriate assets bearing in mind those of negative value.

**22)** The agreed proposals for the Community Fund be implemented and outlined in the Capital Investment Plan.

**23)** The LABV is an opportunity to help the local authority in dealing with issues, need to ensure this project continues to progress.

**24)** Where prudential borrowing is proposed the key principles of what a strong business case should look like are developed and circulated.

### **Council Tax**

**25)** The board support the decision to accept the Government's grant for ensuring a council tax freeze for 2012/13.

**26)** The board are concerned that the impact of future cuts included funding for the council tax freeze being available for 1 year only and recommends that the Mayor write to the Chancellor expressing these concerns.

### **Appendices**

N/A

### **Documents available in members' rooms**

### **Background Papers:**

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Title: **Budget Consultation**

Is the information in this report available to the public? Yes

Wards Affected: All wards in Torbay

To: Overview and Scrutiny On: 25<sup>th</sup> January 2012

Contact Officer: Jo Beer

☎ Telephone: 207894

✉ E.mail: Joanne.beer@torbay.gov.uk

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## 1. Key points and Summary

- 1.4 This report highlights the consultation on the Budget 2012/13 which has been open since the end of September 2011, allowing members of the public to have their say on the priorities and the proposals for savings which were identified across each business unit.
- 1.5 Consultation activity continued following the publication of the Mayor's Provisional Spending Targets on 8<sup>th</sup> December 2011, and was amended to reflect the further details published.
- 1.6 Approximately 600 people have taken part in the general consultation, which has included public meetings, surveys (paper and online), caravan events and an online budget simulator. Through public meetings, attendees took part in an interactive voting session, as well as having the opportunity to raise questions and comment on proposals. The surveys asked a mixture of closed and open questions to gauge public opinion and the budget simulator allowed members of the public to balance their own council budget.
- 1.7 The key results from the general budget consultation show that: -
- Overall, the general public are in support for all of the budget proposals put forward.
  - Further consultation is required with regards to specific proposals under Adult Social Care. This needs to be carried out with service users, by way of needs assessment, and engagement with the families, carers and any groups representing the needs of the service user.
- 1.8 In addition to the general consultation a survey focussing solely on the library service was also carried out at the same time.
- 1.9 In line with the Council's Public Sector Equality Duties, impact assessments have been completed for all major budget decisions. The impact assessments

evaluated the potential positive and negative effects on the Torbay community of the budget proposals. The majority of the impact assessments highlighted minimal potential negative impacts. There was some need for minor adjustments of budget proposals to be made to remove any potential barriers which includes further consultation with vulnerable groups as well as the need to ensure adequate monitoring is in place to assess the real impact of the budget proposals once they have been implemented.

## **2. Introduction**

- 2.1 Over the past year there has been an increase in the number of cases brought against local authorities with regards to the decisions they are making on their budgets.
- 2.2 Torbay Council needs to ensure it is making 'fair financial decisions' and the lessons learnt from recent legal challenges has been an integral part of our planning, both in terms of assessing the impact of the proposals and ensuring a robust consultation process.
- 2.3 A task group was established which included officers across business units (Business Support, Commercial Services and Governance) to monitor and review the process of consultation and impact assessments along-side emerging evidence of recent legal challenge.
- 2.4 The proposals which have been put forward have been subject to challenge from Business Services. Proposals were categorised into three groups: -
  - I. 'internal' – which relates to re-structures and efficiency savings, those that come under the role of Head of Paid Service,
  - II. 'minor' – which relates to those proposals which will have a minor impact and low community interest, and
  - III. 'major' – which are those where there will be substantial community interest and could have a significant impact on service users.
- 2.5 The proposals which have been categorised as 'major' have been subject to an impact assessment to determine the potential impact on service users and have been included in the consultation, either as part of the general consultation, service specific or as in the case of proposals affecting individuals under Adult Social Care, there has been on-going re-assessment of client need.
- 2.6 Consultation activity has included public meetings held in each town, surveys (both paper and online), an online budget simulator and Connect caravan events. The library service also ran a library specific consultation questionnaire that was placed in all library locations.
- 2.7 Approximately 600 people have taken part in the general consultation, which considered all of the proposals as well as asking respondents to identify how much they would save from each service area. Ways to get involved in the budget consultation have been widely communicated through regular press releases, newsletters and updates via the website.
- 2.8 Local interest groups (such SPOT and Torbay Voice) have been involved in the consultation through attendance at public meetings or by submitting written responses and these have been considered as part of the consultation. A



petition 'Requesting to reverse the decision to cut £45,000 a week from Adult Social Care' was also been received signed by approximately 800 people.

- 2.9 The key results from the general budget consultation show that, overall, the general public are in support for all of the budget proposals put forward. More specifically, while appreciating the need for savings, respondents wanted budgets for Adult Social Care and Children's Services protected as much as possible. However, there was support for the proposals which have been put forward under these areas including:

Proposal	% in support	% against
Supporting people to live in their own homes and reducing the number of care homes placements needed	85%	15%
Ensuring that people who are cared for in their own homes are fairly assessed against the Choice, Care and Risk Policy	74%	26%
Reviewing the delivery of learning disability services through new partnership arrangements	84%	16%
Reviewing the criteria for urgent support payments made to parents and improving signposting to enable them to maximise welfare benefits	79%	21%

- 2.10 With regards to the proposal to reduce Youth Service neighbourhood provision and start a funding pot for community and voluntary groups, there was support for this (68%) under the general consultation, however an alternative proposal has been made by a current member of staff which has been forwarded to the Executive Lead for Children, Schools and Families.

- 2.11 Proposals put forward under the Resident and Visitor Services Business Unit also broadly gained support. Proposals in relation to parking saw mixed support from the public; however these are the remit of the Transport Working Party and further consultation regarding these proposals has been carried out by this Board.

Proposal	% in support	% against
Libraries: reduce the no. of days that each library is open each week	62%	38%
Parking: increase the number of on street pay and display parking areas	46%	54%
Beach Huts: increase the charges for beach huts.	73%	27%

- 2.12 With regards to other services areas such as Spatial Planning, Community Engagement and Community Safety there was also support for the majority of proposals put forward under each of these areas:

Proposal	% in support	% against
Spatial Planning: increase planning charges	84%	16%
Spatial Planning: renegotiate concessionary bus fares	68%	32%
Community Engagement: increase fees for ceremonies	95%	5%
Community Safety: Cease to provide out of hours emergency service	50%	50%

- 2.13 The overall savings targets set within the Budget Digest compared to the

savings which were identified by the public in the Budget Simulator are shown below. The public identified higher levels of savings for Adult Social Care, £4.5million compared to the level of savings proposed in the budget build of £2.4million. With regards to children's services, the public identified smaller savings than have been proposed in the Provisional Spending Targets.

*\*Within Financial Services there is a one off volatile reserve of £900,000 to support Children's Services*

	<b>Budget Simulator (Public feedback)</b>	<b>Provisional Spending targets for savings (incl. increased income)</b>
<b>Service Area</b>	<b>Average £ Change</b>	<b>£ Change</b>
Adult Social Care (inc Supporting People)	-£4,521,264	-£2,477,000
Children's Services	-£1,602,177	-£2,414,000*
Regulatory Planning & Licensing	-£1,053,956	-£922,000
Residents and Visitor Services	-£1,144,232	-£1,385,000
Support Services (incl. Community Engagement)	-£1,350,258	-£1,446,000
Torbay Development Agency	-£678,334	-£623,000
Waste and Cleaning	-£1,199,052	-£100,000*

*transformation programme which will help to achieve improved outcomes.*

2.14 The table shows that on the whole public opinion suggests smaller percentage changes to budgets to vulnerable people i.e. Adults and Children's Services, although in monetary terms this would provide larger monetary savings. Public opinion for all other services suggests budget savings of between 10-14%.

2.15 In line with the Council's Public Sector Equality Duty, impact assessments have been completed for all major budget proposals. The majority of the impact assessments highlighted minimal negative impact on the community or the need for minor adjustments to be made to remove any potential barriers. The following adjustments have been made after the completion of impact assessments: -

<b>Budget Proposal</b>	<b>Adjustments Made/Proposed</b>
Waste Recycling Credits (Spatial Planning)	As the community groups only receive £15 per tonne for paper from the recycling companies, it was thought that taking away the recycling credit of £57.76 was disproportionate and would almost remove their entire income stream, so this will be continued at least for 2011/12 financial year.
Beach Huts – Increase Charges (Resident and Visitor Services)	Socio-economic impact identified therefore an adjustment to the increase in charges has been made from 23% to an average increase of 12% (a maximum of 18% in high demand areas)
Parking (Resident and Visitor Services)	Action has been taken, since the consultation activity began, to remove secondary shopping areas to help to sustain local businesses. There have also been amendments to the length of stays in some areas, and free days (i.e. Sundays) have been introduced.
Libraries (Resident and Visitor Services)	There is potential for negative impact on vulnerable groups depending on the specific proposals put forward as to how the reduction will be achieved. Full consideration will be given to

	vulnerable groups with the least impact achievable in determining the final proposals.
Youth Service (Children's Services)	Additional consultation will need to be undertaken with vulnerable groups and the voluntary sector. Further testing may also need to be undertaken with regards to this proposal. Once full consultation has taken place further adjustments may need to be made.
Adults Services	Further consultation is required with regards to specific proposals under Adult Social Care. This needs to be carried out with service users, by way of needs assessment, and engagement with the families, carers and any groups representing the needs of the service user.

- 2.16 Overall the range of consultation undertaken ensured a variety of opportunities for members of the public to get involved. The consultation has been carried out alongside the development of impact assessments which has led to a continued review of the proposals for savings.
- 2.17 The council needs to ensure that a range of activity takes place to implement the proposals, taking into account the consultation feedback and impact assessment findings. This will include further consultation and specific engagement that needs to be completed with those people who will be affected under the Adult Social Care proposals. Specifically, the council will need reassurance that reassessment of individual care needs takes place and that there are adequate monitoring arrangements.
- 2.18 Business Services will be supporting Business Units in regular monitoring of all budget targets and will continue to monitor their impact assessments to ensure that proposals are not having an adverse impact on particular service users following implementation.
- 2.19 Members may wish to consider the consultation and impact assessment findings when proposing final recommendations on the 2012/13 Budget to the Mayor.

**Mark Bennett**  
**Executive Head Business Services**

**Appendices**  
None

**Documents available in members' rooms**  
None

**Background Papers:**

Impact Assessments for the following proposals:

- Reduction to grants to Voluntary Sector (Children's Services)
- Service Variation – Youth Services
- Section 17 Payments (Children's Services)
- Reduction of Library Services – opening hours and service provision
- Additional on-street parking areas, commercial income opportunities and service reductions for the parking review

- Re-structure of parking charges – on-street and off-street
- Charging for Waste Rubble or Similar Material
- Renegotiate Concessionary Fares
- Waste Recycling Credits
- Adherence to Policies (Adults Services)
- Reduction in care home placements (Residential and Nursing Homes)
- Back Office Efficiencies, Stricter Contract Management, and, Ops Frontline Staff & In-House Units (Adults Services)
- Reduce Expenditure on Domiciliary Care and Day Service Clients
- Reduce Expenditure on Clients with a Learning Disability

**Please reply to: Paul Looby**

Communities and Local Government  
Mr Andrew Lock  
Zone 5/J2  
Eland House  
Bressenden Place  
London  
SW1E 5DU

**My Ref:** PL/LGFS/11  
**Your Ref:**  
**Telephone:** 01803 207283  
**Fax:** 207319  
**E-mail:** paul.looby@torbay.gov.uk  
**Date:** 16 January 2012

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## **PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2012/13**

Dear Mr Lock

Further to the announcement of the Provisional Local Government Finance Settlement on 8 December 2011, Torbay Council has no detailed issues to raise as the provisional grant allocation has not changed from the 2 year settlement announced in December 2010.

Furthermore the issues raised last year are still valid and whilst Torbay recognises the tough choices that the Government needs to make to reduce the overall public sector deficit, Torbay has to try and manage the impact of the deficit reduction programme and the ongoing financial challenges it faces due to the continuation of increasing cost pressures in adult social care, children's services, waste management and increasing numbers of Concessionary Fares travellers. This will mean Torbay will inevitably have to make a number of difficult decisions based on the impact of the 2012/13 settlement.

### **Future Settlements**

As mentioned in previous consultation responses, the Council welcomes multi-year settlements – the current one ending in 2012/13. However, there is huge uncertainty for the council with respect financial planning for 2013/14 and beyond. If Torbay is to be able to manage effectively the way it responds to an ongoing reduction to its government grant, I would urge you to announce the next two years grant of the Comprehensive Spending Review (CSR) period as soon as possible and ideally in the summer of 2012. If the 2013/14 provisional settlement is not announced until December 2012 it will make it extremely difficult to plan over the short and medium term as to how Torbay will redesign and reconfigure services in the context of a significantly diminishing resource base. In addition, there is the added complexity of the impact of the changes to the local government finance system which adds to the uncertainty for future planning.

### **Continuation of Damping**

You will be aware of Torbay's disappointment with the continuation of damping from previous consultation responses. You will also be fully aware that Torbay continues to be

one of the biggest losers of formula grant within the country, due to the damping mechanism and will have lost £32.6m in grant since the introduction of damping in 2006/07. Torbay has always supported a fair system of local government finance, including the principle of stability in the level of grant a local authority receives from one year to the next. However, I would welcome clarification as to how long the current arrangements will continue for, in particular with respect to how damping will operate under the new proposals for funding local government from 2013/14.

### **Academy Schools**

You will be aware there is a consultation within respect to the financing Academy Schools and the impact this will have on formula grant in 2012/13 and beyond. I would urge that no reductions are made to Torbay's provisional grant in 2012/13, as a result of this consultation, so near to the 1 April 2012. As I am sure you will appreciate the council must set its 2012/13 budget in the next 6 weeks and would be unable to make further proposals for reductions and consult with stakeholders if the council's grant was reduced even more than previously announced. I would welcome your thoughts on this issue and the need to reach a permanent but fair and equitable solution to the issue of Academy Schools funding and its impact upon local government.

### **Council Tax Grant and Capping**

The Council welcomes the continuation of the council tax freeze grant to fund the implementation of a council tax freeze in 2012/13. At this stage of the budget proposals the Council is minded to accept the grant. It was reassuring that the 2011/12 council tax freeze grant was guaranteed over the four year CSR period but extremely disappointing that this is not the case for the 2012/13 grant.

Torbay continues to be committed to improving services and ensuring low council tax increases to local residents, particularly in light of the current economic climate and the uncertainty over future funding. However without the same ongoing commitment for the 2012/13 grant, will mean the council is faced with a £1.5m gap in its budget planning for 2013/14 and will need to raise its council tax by 2.5% as a minimum to maintain its existing level of council tax income. As the Council is committed to ensuring council tax increases are kept to a minimum for 2013/14 this objective can only be achieved by making further cuts to existing services.

### **Conclusion**

The confirmation of the two year grant allocation as part of the provisional local government finance settlement for 2012/13 means Torbay is still facing significant challenges and will need to make cuts of at least £11m in 2012/13.

As mentioned in previous consultation responses, Torbay will not receive the full benefits of the grant allocation from the formulae due to the continuation of the damping arrangements. Torbay will continue to argue for the removal of damping and a cap on the amount of money lost due to damping.

Torbay would like clarification as soon as possible on the funding issues with respect to Academy Schools and would urge that no further cuts to the council's formula grant is made in 2012/13.

The Council would ask that the government ensure the 2012/13 council tax freeze grant is guaranteed over the four year CSR period.

I would be grateful if you would consider the points raised in this letter and I would be happy to discuss any of these points in more detail if you felt it is appropriate.

Yours Sincerely

**Paul Looby**  
**Executive Head Finance**

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Appendix

Combined Impact Assessments

Adult Social Care – Initial Review (Part 1)

**Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)**

<b>Business Unit</b>	<b>Adult Social Care Services</b>	<b>Proposal:</b>	<b>Policy Adherence</b>
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The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Impact Assessment Initial Review has been developed as a tool to enable business units to:

- Fully consider the impact of proposed changes on the community
- Be the basis for engagement with those potentially affected
- Ensure clarity on the extent of saving that can be made during 2011/12 commencing for 1 April
- Justify the Council’s decision making process if challenged

This initial review will allow Councillors and members of the public to understand proposed changes so that they are best placed to provide their feedback. Following this initial review and any consultation / engagement activity you have undertaken you must complete a Part 2 Review which is the second part to this Combined Impact Assessment. Together the whole impact assessment will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders.

<b>Name:</b>	<b>Trudy Corsellis</b>	<b>Position:</b>	<b>AD – Planning &amp; Performance</b>
<b>Business Unit:</b>	<b>Operations Directorate - TCT</b>	<b>Department:</b>	<b>Business Planning &amp; Performance</b>
<b>Date</b>	<b>2<sup>nd</sup> September ‘11</b>		

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Adherence to: <ul style="list-style-type: none"> <li>Choice, Cost &amp; Risk Policy</li> <li>Resource Allocation System (RAS)</li> <li>Fairer Charging and Contribution Policies</li> </ul> Reduce Choice, Cost and Risk Threshold to 10% or lower		100 50 100	Consultation process costs for reducing the Choice, Cost and Risk threshold	11/11  04/12?	<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies/partners/departments</li> <li>Likely to reduce packages of care available to new clients</li> <li>Many current clients will experience a reduction in care packages offered when they are reviewed</li> <li>May require more admissions to care homes as costs are prohibitive for clients to remain in their own homes</li> <li>Some clients will be required to contribute more to the price of their care, in accordance with national guidance</li> <li>Transition arrangements required where current costs have been in place for a number of years?</li> </ul>	✓ ✓ ✓		✓
<b>Savings/Costs</b>	0	250						

Overall Saving 2011/12 £150k which is already incorporated into the above figure

Stage 1: Impact Assessment

No	Question	Details
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<b>1.</b>	Additional details of proposed change – If required	Recognition that the above policies are already agreed and in place.  Agreement to what new threshold the Choice, Cost and Risk policy threshold should be set at. 10% and zero has been discussed informally. The £100k identified above assumes a 10% threshold is agreed. Further work is required to determine the impact and financial savings stemming from a 0% threshold.
<b>2.</b>	Who will this affect?	Theoretically all clients though impact likely to be minimal for many.
<b>3.</b>	How will it affect them?	Potential for reduction in packages of care
<b>4.</b>	Which vulnerable groups, if any, will be specifically affected?	Potentially clients with high cost packages of care living at home.
<b>5.</b>	Will the proposed change make people vulnerable who might not be considered as such now?	We will need to work with clients to understand how we can reduce the costs of their care but still achieve the outcomes which are most important to them.
<b>6.</b>	What, if any, alternative provision available to those affected?	We will seek to develop new services and work with Council colleagues to understand how voluntary organisations and communities can provide additional support to meet client's needs.
<b>7.</b>	How many people do you think will be affected?	Those affected are unlikely to be addition to the clients affected by other cost reduction schemes.
<b>8.</b>	Knock on impact to any other agency / voluntary sector group?	Greater reliance on voluntary sector organisations will help reduce costs and help minimise service reductions.
<b>9.</b>	Any implementation / set up costs?	May need to contemplate transition arrangements which manage the impact of service reductions for clients across 12 – 24 months. Doing so has cost implications.

## Stage 2: Engagement

No	Question	Details												
10.	Who do you need to consult / engage with?	Providers, clients, families and the public in general so they too understand the size of the challenges ahead.												
11.	Are there any specific groups / agencies that will need to be consulted?													
12.	Initial proposals for consultation / engagement?	<p>Awareness raising on:</p> <ul style="list-style-type: none"> <li>• Size of challenge and managing expectations</li> <li>• Support planning and outcome focused care, i.e. the 3 most important things to achieve for the client</li> <li>• How to maximise the involvement and effectiveness of community organisations and voluntary groups</li> </ul>												
13.	Consultation already started?	<p>Public budget consultation has taken place. Public meetings were held as well as questionnaires sent to a "viewpoint" panel and also to members of the public.</p> <p>Please see results from the questionnaires below:</p> <p><b>Ensure that people who are cared for in their own home are assessed fairly against the Choice, Care and Risk Policy. (Potential saving: £360,000)</b></p> <table border="1"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>55</td> <td>22%</td> </tr> <tr> <td>Yes</td> <td>200</td> <td>78%</td> </tr> <tr> <td>Grand Total</td> <td>255</td> <td></td> </tr> </tbody> </table>		Questionnaires	%	No	55	22%	Yes	200	78%	Grand Total	255	
	Questionnaires	%												
No	55	22%												
Yes	200	78%												
Grand Total	255													
14.	Resources available	Assistance sought with the involvement of community groups and voluntary sector organisations.												

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## Stage 3 Agreed Next Steps

No	Action	Next Step	Decision
15.	Proceed with consultation / engagement?		
16.	Modify proposals for change.		
17.	Not to proceed with proposed changes?		

**Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)**

<b>Business Unit</b>	<b>Adult Social Care Services</b>	<b>Proposal:</b>	<b>Reduction in care home placements (Residential and Nursing Homes)</b>
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The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Impact Assessment Initial Review has been developed as a tool to enable business units to:

- Fully consider the impact of proposed changes on the community
- Be the basis for engagement with those potentially affected
- Ensure clarity on the extent of saving that can be made during 2011/12 commencing for 1 April
- Justify the Council's decision making process if challenged

This initial review will allow Councillors and members of the public to understand proposed changes so that they are best placed to provide their feedback.

Following this initial review and any consultation / engagement activity you have undertaken you must complete a Part 2 Review which is the second part to this Combined Impact Assessment. Together the whole impact assessment will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders.

<b>Name:</b>	<b>Trudy Corsellis</b>	<b>Position:</b>	<b>AD – Planning &amp; Performance</b>
<b>Business Unit:</b>	<b>Operations Directorate - TCT</b>	<b>Department:</b>	<b>Business Planning &amp; Performance</b>
<b>Date</b>	<b>2<sup>nd</sup> September '11</b>		

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Reduction in number of clients placed in care homes: <ul style="list-style-type: none"> <li>• Residential</li> <li>• Nursing</li> <li>• Death of preserved rights clients</li> </ul>		300 30 200		On-going from 2010/11	Impact upon care home market with many homes already holding vacancies. Traditionally care homes placement numbers have fallen by approx. 40 p/a during the last 4 – 5 years. (Preserved rights clients are those who have a right to continue living in a care home although they would not meet today's Fair Access to Care criteria. The right dates back, and is a consequence of, the 2003 Care in the Community Act.		✓	
<b>Savings/Costs</b>	0	530						

Overall Saving 2011/12 Above figure incorporates £150k from 11/12

## Stage 1: Impact Assessment

No	Question	Details
18.	Additional details of proposed change – If required	This is a continuation of the Care Trust's work to enable more people to remain in their own homes by providing an expanded range of alternatives to residential placements. This includes increasing the availability of personal budgets to provide clients with greater control over how and where they receive their care, and developing a network of community and home-based care which is able to better meet clients' needs.
19.	Who will this affect?	<ul style="list-style-type: none"> <li>• Older clients requiring long-term packages of care</li> <li>• Residential and nursing homes</li> </ul>
20.	How will it affect them?	<ul style="list-style-type: none"> <li>• Enables more older clients to remain in their own homes with appropriate care packages developed around their needs</li> <li>• For providers, reduced numbers of funded clients means reduced income from this revenue stream. Some care home providers may be required to diversify to remain profitable. Potentially, there may be the possibility of additional short-term placements as new models of care are created which reduce the length of stay in local hospitals.</li> </ul>
21.	Which vulnerable groups, if any, will be specifically affected?	Older population (65+) with accommodation and with care needs which can be appropriately met within own home through domiciliary support.
22.	Will the proposed change make people vulnerable who might not be considered as such now?	No. Those who require more intensive, round the clock care will continue to receive this within a residential care setting, where this is the most appropriate for their needs.
23.	What, if any, alternative provision available to those affected?	Alternative provision to residential care already exists within Torbay, and is assisted by the work of the intermediate care and domiciliary care teams. Ultimately clients will always be given choice – to remain in their own home with care or move into a care home.
24.	How many people do you think will be affected?	Approx. 40 – 50 p/a

No	Question	Details
25.	Knock on impact to any other agency / voluntary sector group?	As already outlined, reduced reliance upon residential care beds may reduce income for existing providers. The Care Trust is working with providers to support them in diversifying their provision to meet developing needs and aspirations of clients and ensure their continued viability.
26.	Any implementation / set up costs?	N/A – please note though, as numbers decrease, vacancy levels are likely to increase unless home closures ensue. Higher vacancy levels may create further pressure on the Care Trust to increase weekly prices which are currently amongst the lowest in the country. Any price increase agreed has not been factored in to on-going budget requirements and will, as such, create further cost pressures.

### Stage 2: Engagement

No	Question	Details
27.	Who do you need to consult / engage with?	The Care Trust does not believe consultation is necessary as this is a continuation of business. Clients for whom residential care is the most appropriate solution to meet their needs will continue to receive residential care.
28.	Are there any specific groups / agencies that will need to be consulted?	We are continuing to work directly with the residential care home sector to develop the most effective network of older people's care for Torbay
29.	Initial proposals for consultation / engagement?	Public budget consultation has taken place. Public meetings were held as well as questionnaires sent to a "viewpoint" panel and also to members of the public.  <b>Public Meetings:</b>



No	Question	Details																																							
	<p><b>Would you support a proposal to help people to live in their own homes and reduce the number of care home placements? (£530k)</b></p>	<table border="1" data-bbox="252 526 555 1697"> <thead> <tr> <th rowspan="2">Venue</th> <th colspan="2">Yes</th> <th colspan="2">No</th> </tr> <tr> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Westlands</td> <td>10</td> <td>91%</td> <td>1</td> <td>9%</td> </tr> <tr> <td>T.C.C</td> <td>11</td> <td>58%</td> <td>8</td> <td>42%</td> </tr> <tr> <td>Paignton</td> <td>16</td> <td>76%</td> <td>5</td> <td>24%</td> </tr> <tr> <td>Brixham</td> <td>35</td> <td>73%</td> <td>13</td> <td>27%</td> </tr> <tr> <td>Dunboyne</td> <td>6</td> <td>86%</td> <td>1</td> <td>14%</td> </tr> <tr> <td><b>Total</b></td> <td><b>78</b></td> <td><b>74%</b></td> <td><b>28</b></td> <td><b>26%</b></td> </tr> </tbody> </table>	Venue	Yes		No		Count	%	Count	%	Westlands	10	91%	1	9%	T.C.C	11	58%	8	42%	Paignton	16	76%	5	24%	Brixham	35	73%	13	27%	Dunboyne	6	86%	1	14%	<b>Total</b>	<b>78</b>	<b>74%</b>	<b>28</b>	<b>26%</b>
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	<p><b>Public Questionnaire:</b></p> <p><b>Help people to live in their own homes reducing the number of care home placements needed. (Potential saving: £530,000)</b></p>	<table border="1" data-bbox="730 922 865 1697"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>29</td> <td>11%</td> </tr> <tr> <td>Yes</td> <td>247</td> <td>89%</td> </tr> <tr> <td>Grand Total</td> <td>276</td> <td></td> </tr> </tbody> </table>		Questionnaires	%	No	29	11%	Yes	247	89%	Grand Total	276																												
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	<p><b>Reduce reliance on care home placements for mental health clients under 65 and provide more home based services. (Potential saving: £200,000)</b></p>	<table border="1" data-bbox="1024 922 1200 1697"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>12</td> <td>50%</td> </tr> <tr> <td>Yes</td> <td>12</td> <td>50%</td> </tr> <tr> <td>Grand Total</td> <td>24</td> <td></td> </tr> </tbody> </table>		Questionnaires	%	No	12	50%	Yes	12	50%	Grand Total	24																												
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<p><b>30.</b></p>	<p>Consultation already started?</p>	<p><i>Work already underway with providers</i></p>																																							
<p><b>31.</b></p>	<p>Resources available</p>	<p><i>Work led by Care Trust Commissioning staff</i></p>																																							

**Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)**

<b>Business Unit</b>	<b>Adult Social Care Services</b>	<b>Proposal:</b>	<b>Back Office Efficiencies, Stricter Contract Management, and, Ops Frontline Staff &amp; In-House Units</b>
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The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Impact Assessment Initial Review has been developed as a tool to enable business units to:

- Fully consider the impact of proposed changes on the community
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<b>Name:</b>	<b>Trudy Corsellis</b>	<b>Position:</b>	<b>AD – Planning &amp; Performance</b>
<b>Business Unit:</b>	<b>Operations Directorate - TCT</b>	<b>Department:</b>	<b>Business Planning &amp; Performance</b>
<b>Date</b>	<b>2<sup>nd</sup> September '11</b>		

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<ul style="list-style-type: none"> <li>Generate back office efficiencies -</li> <li>Implement stricter contract management through:                             <ul style="list-style-type: none"> <li>Greater use of St Kilda's</li> <li>Management of on-hold packages of care</li> </ul> </li> <li>Rigidity of applying contract terms and conditions</li> </ul>		500	Potential redundancy costs if staff cannot be redeployed elsewhere	01/12	Back office efficiencies <ul style="list-style-type: none"> <li>Fewer staff in post to manage change process</li> <li>Potential to impact on the quality and assurance processes in place</li> <li>Lack of knowledge and experience in remaining staff</li> <li>Greater collaborative working and reduced duplication of activity with SP team and DC</li> <li>DC may mitigate the impact of staff reductions</li> </ul>	√		
<ul style="list-style-type: none"> <li>Frontline staff &amp; in-house units 4% CRES</li> <li>Closure on in-house LD unit</li> </ul>		150		10/11	Stricter contract management: <ul style="list-style-type: none"> <li>Less "choice" for clients as St Kilda's becomes the default option for respite and crisis care</li> <li>Additional fragility in the care home market as care is directed towards St Kilda's</li> <li>Clients may find themselves charged for care they either fail to cancel or cancel at very short notice</li> <li>Pressure on frontline staff to</li> </ul>	√		

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
					<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies/partners/departments</li> </ul> <ul style="list-style-type: none"> <li>actively manage packages of care for those clients requiring respite care or admitted to hospital</li> <li>Client faces lack of continuity of carer following admission to hospital (or respite care) as care packages will be "closed" if length of stay exceeds 7 days (or 14 days if agreement sought with Zone Manager). New package of care will be instituted on discharge.</li> <li>Potential for relationships to deteriorate with private providers as T&amp;Cs enforced. If goodwill lost, instituting changes requiring their support becomes far more difficult and could fail. Requires careful balance and on-going dialogue.</li> <li>4% efficiency savings</li> <li>Traditionally each department has been expected to achieve a 4% target – each year this becomes</li> </ul>			

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
					<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies/partners/departments</li> </ul> <p>increasingly hard but has, to date, not required formal redundancies.</p> <p>Closure of in-house LD unit</p> <ul style="list-style-type: none"> <li>Impact on service reduction in LD have been discussed in greater detail in the LD saving schemes document.</li> </ul>	√		√
<b>Savings/Costs</b>	0	1,218						

**Overall Saving 2011/12**  
£275k which is already incorporated into the above figure.  
(Please note a significant proportion of savings identified above arise from the Operational Staff and In-House Services budget which is currently outside of the commissioned spend risk share arrangement, e.g. back office efficiencies, 4% efficiency savings and closure of an in-house LD unit.)

## Stage 1: Impact Assessment

No	Question	Details
32.	Additional details of proposed change – If required	Consultation for these areas will be covered by the schemes identified elsewhere.
33.	Who will this affect?	All client groups – though hopefully not large numbers.
34.	How will it affect them?	Greater use of St Kilda's and closure of an in-house LD unit which will necessitate the transfer of clients to alternative venues which represents a change in current practice. Clients asked to pay for care cancelled at short notice is also a change in practice.
35.	Which vulnerable groups, if any, will be specifically affected?	Plans to achieve the 12/13 4% CRES target have yet to be discussed and so the impact is, at present, unknown. LD and older people
36.	Will the proposed change make people vulnerable who might not be considered as such now?	Potentially
37.	What, if any, alternative provision available to those affected?	
38.	How many people do you think will be affected?	Probability is the clients affected by these proposals are already being affected by the other schemes, <ul style="list-style-type: none"> <li>• Reduce expenditure on domiciliary care and day service clients</li> <li>• Reduction in care home placements</li> <li>• Reduce expenditure on clients with a learning disability</li> <li>• Policy adherence</li> </ul>
39.	Knock on impact to any other agency / voluntary sector group?	Potentially voluntary organisations who are not meeting expected outcomes may see a reduction in their funding. Greater collaboration and reduced duplication between partner agencies is also expected.
40.	Any implementation / set up costs?	

**Stage 2: Engagement**

No	Question	Details
41.	Who do you need to consult / engage with?	Providers, clients, families and the public in general so they too understand the size of the challenges ahead.
42.	Are there any specific groups / agencies that will need to be consulted?	Voluntary organisations to ensure they provide value for money and are maximising the independence of clients wherever possible.
43.	Initial proposals for consultation / engagement?	<p>Awareness raising on:</p> <ul style="list-style-type: none"> <li>• Size of challenge and managing expectations</li> <li>• Proposed schemes to meet the 4% CRES target in 12/13</li> <li>• How to maximise the involvement and effectiveness of community organisations and voluntary groups</li> </ul> <p>Public budget consultation has taken place. Public meetings were held as well as questionnaires sent to a “viewpoint” panel and also to members of the public.</p>

**Adult Social Care (Including Supporting People) - Public Meetings Data**

**How would you spend the budget in this area?**

	Stay the same		5%		10%		15%	
	Count	%	Count	%	Count	%	Count	%
Venue								
Westlands	5	45%	5	45%	1	9%		0%
T.C.C	10	56%	6	33%	1	6%	1	6%
Paignton	15	71%	3	14%	2	10%	1	5%
Brixham	20	41%	21	43%	5	10%	3	6%
Dunboyrne	4	57%	1	14%	0	0%	2	29%
<b>Total</b>	<b>54</b>	<b>51%</b>	<b>36</b>	<b>34%</b>	<b>9</b>	<b>8%</b>	<b>7</b>	<b>7%</b>

**Public Questionnaire:**

**Adult Social Care - How would you spend the budget in this area?**





**Stage 3 Agreed Next Steps**

No	Action	Next Step	Decision
49.	Proceed with consultation / engagement?	<p>Outline support required from Business Services.            Should the 20% threshold set out in the Choice, Cost &amp; Risk Policy reduce as suggested, it is feasible our ability to enable clients to remain in their own homes decreases. This is because the cost of doing so becomes prohibitive as it exceeds the cost of a care home placement. (To remain at home at present, clients are allowed the cost of the care home placement plus up to a further 20% on top.)</p>	
50.	Modify proposals for change.	Not relevant since this shift in working practice has been on-going for the last 4 years.	
51.	Not to proceed with proposed changes?	??	

**Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)**

<b>Business Unit</b>	<b>Adult Social Care Services</b>	<b>Proposal:</b>	<b>Reduce Expenditure on Domiciliary Care and Day Service Clients</b>
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	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<ul style="list-style-type: none"> <li>Actively review and intensively re-able dom care clients</li> <li>Reduce hourly rates paid to providers</li> <li>Reduce short-term placements for respite care</li> <li>Reduce reliance on traditional day services</li> </ul>		1,000	Main implementation costs contained within in-house staffing levels. However, may require a certain level of pump priming to engage dom care providers and secure different ways of working	01/12	<ul style="list-style-type: none"> <li>Substantial service reductions expected which will impact on financial viability of some providers and/or staff employment</li> <li>Cultural shift and change in mind-set of staff and clients needed; must promote independence and reduced reliance on social care services</li> <li>Must work closely with providers to help reduce their cost base so as not to impact on the quality of care as hourly rates for providers decrease</li> <li>Reducing short-term placements will impact on the care home market which is already experiencing high vacancy levels</li> </ul>	Internal		
<b>Savings/Costs</b>	0	1,465						

**Overall Saving 2011/12** £865k which is already incorporated into the above figure

## Stage 1: Impact Assessment

No	Question	Details
52.	Additional details of proposed change – If required	Size of savings required in domiciliary care is likely to amount to approx. 30% of the current budget. The size of the challenge is therefore immense and achievement against the proposed savings is consequently classed as “red” rated.
53.	Who will this affect?	The majority of domiciliary care clients who are classed as having “substantial” (as opposed to “critical”) needs. (Please note: reduced reliance on day services already being experienced and seen as clients are opting for alternative services.)
54.	How will it affect them?	Packages of care are likely to be provided on a temporary basis with a greater focus on intensive re-ablement which should reduce the reliance on long-term packages. The Care Trust will actively promote independence and help clients to seek support from the wider community.  We are also working with dom care providers to identify different ways of supporting care needs that help reduce costs at the same time, e.g. reducing isolation - one carer organising a trip out and looking after multiple clients at the same time.
55.	Which vulnerable groups, if any, will be specifically affected?	Mainly elderly. (LD clients affected are covered in the LD client savings scheme.)
56.	Will the proposed change make people vulnerable who might not be considered as such now?	Yes – reduced level of care provided to current clients. Preventative services unlikely to given to new clients (and existing clients) with lower level needs that do not meet Fair Access to Care substantial/critical criteria.
57.	What, if any, alternative provision available to those affected?	Moving away from traditional care and focussing on each individual’s outcomes should hopefully mitigate the costs of any unnecessary care being provided e.g. how we help them achieve the 3 most important things for them. With more frequent reviews taking place, packages of care will reduce in a timely fashion rather than await the annual review process.
58.	How many people do you think will be affected?	Potentially 80% of domiciliary care clients, i.e. over 1000
59.	Knock on impact to any other agency / voluntary sector group?	Reduction in the number of staff employed by dom care agencies and a very slight reduction in the number of care homes beds used as short-term placements decrease
60.	Any implementation / set up costs?	<b>May be required to incentivise dom care providers to work differently</b>

**Stage 2: Engagement**

No	Question	Details																		
61.	Who do you need to consult / engage with?	Dom care providers and the public in general so they too understand the size of the challenges ahead.																		
62.	Are there any specific groups / agencies that will need to be consulted?	Dom care providers, GPs, voluntary organisations, clients and their families/carers																		
63.	Initial proposals for consultation / engagement?	<p>Awareness raising on:</p> <ul style="list-style-type: none"> <li>• Size of challenge</li> <li>• How intensive re-ablement can assist independence</li> <li>• Support planning and outcome focused care, i.e. the 3 most important things to achieve for the client</li> <li>• Skill mix and differing roles of frontline teams and dom care staff</li> </ul>																		
64.	Consultation already started?	<p>Yes - with TCT staff and dom care agencies</p> <p>Public budget consultation has taken place. Public meetings were held as well as questionnaires sent to a "viewpoint" panel and also to members of the public.</p> <p><b>Public questionnaire results:</b></p> <p><b>Reduce the reliance on day services for older people, by finding cheaper alternatives which meet client needs. (Potential saving: £50,000)</b></p> <table border="1" data-bbox="884 922 1062 1700"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>12</td> <td>50%</td> </tr> <tr> <td>Yes</td> <td>12</td> <td>50%</td> </tr> <tr> <td>Grand Total</td> <td>24</td> <td></td> </tr> </tbody> </table> <p><b>Review client needs more frequently to help clients reduce or remove the need for long term packages of social care. (Potential saving: £500,000)</b></p> <table border="1" data-bbox="1193 965 1262 1700"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>2</td> <td>8%</td> </tr> </tbody> </table>		Questionnaires	%	No	12	50%	Yes	12	50%	Grand Total	24			Questionnaires	%	No	2	8%
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**Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)**

<b>Business Unit</b>	<b>Adult Social Care Services</b>	<b>Proposal:</b>	<b>Reduce Expenditure on Clients with a Learning Disability</b>
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The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Impact Assessment Initial Review has been developed as a tool to enable business units to:

- Fully consider the impact of proposed changes on the community
- Be the basis for engagement with those potentially affected
- Ensure clarity on the extent of saving that can be made during 2011/12 commencing for 1 April
- Justify the Council's decision making process if challenged

This initial review will allow Councillors and members of the public to understand proposed changes so that they are best placed to provide their feedback.

Following this initial review and any consultation / engagement activity you have undertaken you must complete a Part 2 Review which is the second part to this Combined Impact Assessment. Together the whole impact assessment will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders.

<b>Name:</b>	<b>Trudy Corsellis</b>	<b>Position:</b>	<b>AD – Planning &amp; Performance</b>
<b>Business Unit:</b>	<b>Operations Directorate - TCT</b>	<b>Department:</b>	<b>Business Planning &amp; Performance</b>
<b>Date</b>	<b>2<sup>nd</sup> September '11</b>		

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<ul style="list-style-type: none"> <li>Reduce services for LD clients with multiple services</li> <li>Reduce LD high cost packages of care</li> <li>Reduce packages of care with clients at risk of offending</li> <li>Rationalise in-house services (or reduce use of independent sector (usage)</li> <li>Manage use of respite care</li> </ul>	0	110 250	Implementation costs mainly covered by in-house staffing costs. Some additional external facilitation support costs may be incurred as this is a contentious area.	10/11 09/11 04/12 04/12	<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies/partners/departments</li> <li>Due to level of contention expected these schemes are being classed as major as they will need careful management and implementation</li> <li>Due to risk involved and potential for cost shunting, no further action is being taken at this point in time for cost savings associated with clients at risk of offending – but TCT is working closely with partner agencies to see if costs can be reduced</li> <li>Services will be withdrawn from clients which will provide equity in service provision with other groups</li> <li>To release funding, the excess capacity generated will necessitate the closure of at least one in-house unit</li> </ul>			Major ✓
<b>Savings/Costs</b>	0	360						

**Overall Saving 2011/12** £250k which is already incorporated into the above figure



## Stage 1: Impact Assessment

No	Question	Details
69.	Additional details of proposed change – If required	Ideally the savings generated for LD clients should be in the region of £1m and so further work is required to understand how the additional funding can be realised. In addition, extra costs arising from changes to Ordinary Residency Rules are being experienced. Care Homes de-registering and moving to a “supported living” status compounds this problem.
70.	Who will this affect?	The majority of LD clients – especially as many have multiple services.
71.	How will it affect them?	Packages of care will reduce in line other client groups. E.g. residential clients will no longer be able to receive day services at a different venue – their care home will be expected to provide the variety of day care required. Calculation of care package costs will be subject to the Resource Allocation System (RAS) and a fee banding structure which focus clearly on personal outcomes. Costs shall also be subject to the Choice, Cost and Risk Policy which could mean a greater number of clients being placed in residential care as costs to care for them within their own homes are deemed prohibitive and exceed the 20% threshold. (Please note this threshold is likely to reduce to 10% or lower in future years and will be subject to OSC consultation. It is deemed a substantial variation.)
72.	Which vulnerable groups, if any, will be specifically affected?	LD clients and their families.
73. 73a 73b 73c	Will the proposed change make people vulnerable who might not be considered as such now?	Yes – reduced level of care provided to current clients. Preventative services unlikely to given to new clients (and existing clients) with lower level needs that do not meet Fair Access to Care substantial/critical criteria.
74.	What, if any, alternative provision available to those affected?	Moving away from traditional care and focussing on each individual’s outcomes should hopefully mitigate the costs of any unnecessary care being provided e.g. how we help them achieve the 3 most important things for them.
75.	How many people do you think will be affected?	The majority of the 450 LD clients.
76.	Knock on impact to any other agency / voluntary sector group?	Reduction in the number of staff employed by dom care agencies. Closure of at least one in-house day service to rationalise resources and maximise occupancy levels. (Other option is to maintain the number of in-house services and reduce reliance on independent sector. This potentially restricts choice and is not the preferred option.)
77.	Any implementation / set up costs?	May be required to provide external facilitation, i.e. similar to that offered to Occombe residents and their families.

**Stage 2: Engagement**

No	Question	Details																																							
78.	Who do you need to consult / engage with?	Providers, clients, families and the public in general so they too understand the size of the challenges ahead.																																							
79.	Are there any specific groups / agencies that will need to be consulted?	SPT and Mencap – these two organisations are currently organising events to raise awareness in an attempt to limit service reductions for this client group.																																							
80.	Initial proposals for consultation / engagement?	<p>Awareness raising on:</p> <ul style="list-style-type: none"> <li>• Size of challenge and managing expectations</li> <li>• Support planning and outcome focused care, i.e. the 3 most important things to achieve for the client</li> <li>• Skill mix and differing roles of frontline teams and care staff – especially if in-house service closures expected</li> <li>• Housing requirements for this client group (&amp; physical disability clients) as many younger clients no longer wish to live with their parents, preferring greater independence</li> </ul> <p>Public budget consultation has taken place. Public meetings were held as well as questionnaires sent to a “viewpoint” panel and also to members of the public.</p> <p><b>Public Meetings:</b></p> <p><b><u>Would you support a proposal to review the delivery of learning disability services through new partnership arrangements? (£360k)</u></b></p> <table border="1"> <thead> <tr> <th rowspan="2">Venue</th> <th colspan="2">Yes</th> <th colspan="2">No</th> </tr> <tr> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Westlands</td> <td>5</td> <td>50%</td> <td>5</td> <td>50%</td> </tr> <tr> <td>T.C.C</td> <td>11</td> <td>55%</td> <td>9</td> <td>45%</td> </tr> <tr> <td>Paignton</td> <td>13</td> <td>76%</td> <td>4</td> <td>24%</td> </tr> <tr> <td>Brixham</td> <td>34</td> <td>69%</td> <td>15</td> <td>31%</td> </tr> <tr> <td>Dunboyne</td> <td>2</td> <td>29%</td> <td>5</td> <td>71%</td> </tr> <tr> <td><b>Total</b></td> <td><b>65</b></td> <td><b>63%</b></td> <td><b>38</b></td> <td><b>37%</b></td> </tr> </tbody> </table> <p><b>Public Questionnaires:</b></p>	Venue	Yes		No		Count	%	Count	%	Westlands	5	50%	5	50%	T.C.C	11	55%	9	45%	Paignton	13	76%	4	24%	Brixham	34	69%	15	31%	Dunboyne	2	29%	5	71%	<b>Total</b>	<b>65</b>	<b>63%</b>	<b>38</b>	<b>37%</b>
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No	Question	Details																								
		<p data-bbox="175 560 207 1691"><b>Deliver learning disability services through new partnerships. (Potential saving: £360,000)</b></p> <table border="1" data-bbox="207 918 391 1691"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>39</td> <td>16%</td> </tr> <tr> <td>Yes</td> <td>206</td> <td>84%</td> </tr> <tr> <td>Grand Total</td> <td>245</td> <td></td> </tr> </tbody> </table> <p data-bbox="534 929 630 1691"><b>Review support to clients with learning disabilities to make sure that clients do not receive the same care from different services. (Potential saving: £110,000)</b></p> <table border="1" data-bbox="630 918 774 1691"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>4</td> <td>15%</td> </tr> <tr> <td>Yes</td> <td>23</td> <td>85%</td> </tr> <tr> <td>Grand Total</td> <td>27</td> <td></td> </tr> </tbody> </table> <p data-bbox="805 246 837 1691">TCT staff are fully aware and the difficulties with closing Occombe has raised the profile of LD clients is general.</p> <p data-bbox="869 851 901 1691">Considerable resources required to manage this change process.</p>		Questionnaires	%	No	39	16%	Yes	206	84%	Grand Total	245			Questionnaires	%	No	4	15%	Yes	23	85%	Grand Total	27	
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81	Consultation already started?																									
82.1	Resources available																									

**Stage 3 Agreed Next Steps**

No	Action	Next Step	Decision
83.	Proceed with consultation / engagement?		
84.	Modify proposals for change.		
85.	Not to proceed with proposed changes?		

Further Information:

Submission by: Helen Toker-Lester

Area of Support covered: Learning Disability

Date of Submission: 21<sup>st</sup> December 2011.

Who the consultation was with and when consultation happened.	How many people attended?	What feedback was provided?	Where were the results of feedback reported to?	What has been done to mitigate any issues / negative impact?
23 <sup>rd</sup> March 2011 ARC Meeting- Presentations to providers	Approximately 25 providers of mainly residential care.	Providers acknowledged that there will be an impact of cost savings nationally. They were keen that communication is ongoing with them to enable them to plan business activity appropriately.	To the Learning Disability Partnership board initially. And later to Council.	Reviews regarding duplication of services should be concentrated on a home by home basis so that providers know what the likely impact of reassessment will be on their own business. It would be helpful to publish a list of addresses indicating when reviews will take place.
4 <sup>th</sup> July 2011 Finance report to SPOT	Approximately 15 people who are members of SPOT and National Mencap representatives also attended.	SPOT and Mencap are very worried about the impact of savings on people who have a learning disability. They fear isolation of individuals and vulnerabilities regarding the way that people may be in a residential care home 24/7. They are worried about whether people will	The Learning disability Partnership Board received feedback from SPOT.	Consideration should be given as to the impact of people and their vulnerabilities. A report regarding the impact of savings should go to the safeguarding Board, with a recommendation to implement peer quality reviews of residential care. Informal opportunities for people to keep in touch

<p>with friends needs to be established as part of the contract monitoring of care homes.</p>		<p>miss their friends and who would identify safeguarding issues, especially as CQC do not monitor services as much anymore.</p>		<p>8<sup>th</sup> September 2011, Presentation and Finance report to LDPB.</p>
<p>The Broader Forum Group took place in October and the Terms of reference established for meetings in the New Year. ( see below for more details)</p>	<p>Reported to the LD programme board.</p>	<p>A presentation about the budget position. This has been attached to the minutes. After the presentation there was a discussion. Everyone agreed it will be difficult to make savings and make sure people stay safe. Jo Fox from Mencap asked if there could be a presentation about the new RAS at the next meeting. It was agreed that this was a good idea. People requested that the Broader Forum Group be set up.</p>	<p>28 people attended the Partnership Board on the 8<sup>th</sup> September.</p>	
<p>Information on personal preferences was used to shape the supply of activities as part of the day services reorganisation within the Care Trust.</p>	<p>Reported to the LD programme board, the management team of TCT and the Council. Information collated is also shared with the TCT board.</p>	<p>The information gathered identified those activities most valued by individuals and looked at the outcomes achieved in each case. These were then prioritised and put into a "Service Prospectus" to show what services the day centres will provide as a total</p>	<p>This involved 132 people with learning disability who attend TCT day care. People attending Torquay &amp; Hollacombe CRCs took part in choice exercise to obtain a clearer picture of the activities they want to do. With the support of the Assistant Service Managers, each person</p>	<p>July-September 2011 Choice exercise with people attending day care.</p>

	<p>was presented with the range of activities on offer, &amp; asked to choose what he or she "would like to do", "might like to do", or "did not want to do".</p> <p>People attending Fairwinds did not take part in this particular exercise, as they do not have the capacity to participate in this way. Using knowledge about their likes/dislikes, &amp; information from staff, parents, &amp; carers, a timetable of activities was recently drawn up, &amp; they now enjoy a wide range of activities.</p>	<p>service rather than three very separate sites where there was some duplication.</p>		
<p>3<sup>rd</sup> October Mencap savings event. - Presentation given.</p>	<p>This was a large meeting with over 50 attendees made up of people who have a learning disability, family carers, SPOT and Mencap members.</p>	<p>Presentations were given by SPOT and Mencap to set the national picture. TCT presented on savings and key areas to be covered in the coming year. People were informed about the Broader Forum Group and how to contact representatives. Concerns were mainly about carers losing day care, and the isolation of individuals.</p>	<p>Reported to LDPB in November, Council representative also attended this meeting.</p>	<p>The work around avoiding the duplication of services should not impact on carers, the reassessments must take into account carers and their needs and call carers will still be offered a carer assessment.</p>
<p>Meeting with Chief executive of Torbay Care</p>	<p>2 members of local Mencap attended</p>	<p>Local Mencap had prepared a list of</p>	<p>Reported To Council via the LD Programme Board.</p>	<p>It was following this meeting that the</p>

Trust and Local Mencap representatives.		questions that were returned with a point by point written response. ( Attached)	representatives were invited to be part of the Broader Forum Group.
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**Number of clients where needs are re-assessed.**

Re assessment of individual services takes place as part of our statutory duty when we review people and their needs. All individuals with a learning disability will be reassessed at least once over the next 12 months. During this process we will be ensuring robust adherence to our policy of Cost choice and Risk, ensuring people are eligible for services if they are new referrals, and also making sure that we apply the Resource allocation system or RAS to all cases. In some cases this will mean a reduction of support where needs have reduced or where alternative more costs effective services can be provided.

Numbers of individuals reviewed in the LD team this year to date is 445.

**Future consultation planned – with who and when**

Correspondence to be circulated in the New Year includes:-

Easy read version of key points for consultation (for people who have a learning disability and their carers)

Provider letters

Dates to meet providers as follows....

- 23<sup>rd</sup> January 2012: Residential Care providers.
- 24<sup>th</sup> January 2012: Day Care Providers.
- 25<sup>th</sup> January 2012: Supported Living providers.

Broader Forum Group dates

The first date will be the 13<sup>th</sup> January in the New Year The BFG is a group that will run every month, ( 2<sup>nd</sup> Friday in the month to be reviewed after 4 months ; it will be no more than 15 people and should last 2 hours.)

People to attend are representatives from:

- "Vocal" - 2 people.
- Learning Disability Partnership Board- 2 people.
- Older family carers Mencap.-1 person.
- Health watch- 2 people.
- Commissioning 2 people.
- Council -1person.
- Local Mencap – 2 people.



## Combined Impact Assessments

### Children's Services – Full Assessment (Part 2)

**Budget Proposals 2012/13: Major Decision: Business Unit :** Childrens Services

#### **Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councilors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Richard Williams

**Position:** Director of Children's Services

**Business Unit:** Children's Services

**Department:**

**Date:** 9<sup>th</sup> January 2012

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals <ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies</li> </ul>	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<p>Increase in thresholds and improvements to signposting to enable users to maximise their welfare benefit entitlements and reduce dependency on the local authority.</p> <p>To be achieved through better business controls and decision making in relation to Section 17 payments</p>	0	50	None	X	<p>Potential risk to future changes in government benefits.</p> <p>Other agencies may see an increase in demand for support.</p> <p>May be unpopular with some service users.</p>		X	

Stage 1: Purpose of the proposal

No	Question	Details
86.	Clearly set out the purpose of the proposal	This proposal covers the financial assistance to parents which can only be provided in exceptional circumstances under Section 17 of the Children's Act 1989. The proposal is to ensure robust adherence to the criteria for issuing payments to parents and to provide information to parents to allow them to take up their full benefit entitlement.
87.	Who will this proposal affect?	The proposals will affect parents who use this facility.

No	Question	Details
88.	What is the intended outcome?	The outcome is to ensure that parents are taking their full benefit entitlement rather than relying on regular payments under this scheme.

**Stage 2: Evidence, Consultation and Engagement**

No	Question	Details
89.	Have you considered the available evidence?	During this financial year, 2423 payments have been made relating to Section 17. A recent audit of Section 17 payments has been undertaken by Internal Audit which has highlighted that in comparison to other neighbouring Local Authorities Torbay's spend in this area is significantly greater despite having a smaller population. Parents who access this service fall within the more vulnerable groups, however this proposal will ensure that the most vulnerable families still have access to this service but are also better signposted to other agencies to ensure that they are maximising their full benefit entitlement thus reducing the reducing the financial burden on the Local Authority. The Audit report highlighted the need to review the current Section 17 policy to bring it in line with other Local Authorities.
90.	How have you consulted on the proposal?	Consultation on this proposal has been carried out via the general budget consultation. This has included surveys for the public and public meetings
91.	Who have you consulted with?	<p>General public –</p> <ul style="list-style-type: none"> <li>▪ Viewpoint panel questionnaires and public questionnaires have been completed (online &amp; paper)</li> <li>▪ Public “budget consultation” meetings have taken place (Focus Groups)</li> </ul> <p>Service users have not been consulted with directly as this proposal will not impact on individual circumstances as service users will receive better signposting to enable them to maximise their benefit take up.</p>
92.	How many people responded?	<ul style="list-style-type: none"> <li>▪ Approx 300 responses to questionnaires (Viewpoint questionnaires and general public questionnaires)</li> <li>▪ 100 people attended public budget consultation events</li> </ul>
93.	Outline the key findings?	

No	Question	Details																												
		<p>Change the criteria for emergency cash payments to parents and help them to claim benefits instead. (Potential saving: £50,000)</p> <table border="1" data-bbox="284 161 456 584"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>Focus Groups</th> <th>All</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>41</td> <td>44</td> <td>85</td> </tr> <tr> <td>Yes</td> <td>232</td> <td>33</td> <td>265</td> </tr> <tr> <td><b>Total</b></td> <td><b>273</b></td> <td><b>77</b></td> <td><b>350</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td><b>24%</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td><b>76%</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td><b>100%</b></td> </tr> </tbody> </table>		Questionnaires	Focus Groups	All	No	41	44	85	Yes	232	33	265	<b>Total</b>	<b>273</b>	<b>77</b>	<b>350</b>				<b>24%</b>				<b>76%</b>				<b>100%</b>
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94.	What amendments may be required as a result of the consultation?	None																												
95.	How will the results be published?	The results from the public questionnaires and public budget consultation events will be published on the Councils website																												

**Stage 3: Impact Assessment**

No	Question	Details
96	Identify the potential positive and negative impacts on specific groups	
	All groups in society generally	<p><b>Positive Impact</b> N/A</p> <p><b>Negative Impact</b> N/A</p>
	Older or younger people	This proposal could affect a small number of children if parents do not receive payments as they may refuse to take up their benefit entitlement.
	People with caring responsibilities	Parents will be affected as they may not receive payments which they have been able to receive on a regular basis due to them no taking up other benefit entitlements.

No	Question	Details
	People with a disability	payment. Parents will be signposted and supported to assist them in taking their maximum benefit take up. The result of this could be that parents receive more steady payments and to do not need to present to the Local Authority as in need of a crisis payment.
	Women or men	No Parents will be signposted and supported to assist them in taking their maximum benefit take up. The result of this could be that parents receive more steady payments and to do not need to present to the Local Authority as in need of a crisis payment.
	People who are black or from a minority ethnic background (BME)	No Parents will be signposted and supported to assist them in taking their maximum benefit take up. The result of this could be that parents receive more steady payments and to do not need to present to the Local Authority as in need of a crisis payment.
	People who are lesbian, gay or bisexual	This proposal could affect a small number of children if parents do not receive payments as they may refuse to take up their benefit entitlement. N/A
	People who are transgendered	N/A
	People with particular religion or belief / no belief	N/A
	People who are in a marriage or civil partnership	N/A
	Women who are pregnant / on maternity leave	N/A
97.	<b>What are the impacts of your proposals to other agencies?</b>	Through this proposal it is intended that parents receive information and signposting to information about the benefits they are entitled to – this could see a greater take up of benefits in Torbay.
98.	<b>Does your proposal link to other decisions you are making?</b>	None
99.	<b>Is there scope for your proposal to eliminate discrimination, promote</b>	Parents in need of emergency financial assistance will be able to receive this assistance if they meet the Section 17 criteria. Parents will be provided with better information about how they can access benefits they may be entitled to which may help in them having a more steady income.

No	Question	Details
	equality of opportunity and/or foster good relations?	

**Stage 4: Course of Action**

No	Action	Details
100.	State a course of action	<b>Outcome 1: No major change required</b> – The Audit report highlighted the need to review the current Section 17 policy to bring it in line with other Local Authorities.
101.	Identify any plans to alleviate any negative impacts	Where a CIA has indicated potential for negative impacts, consideration should be given to a means of reducing or mitigating the negative effects.  Better promotional material will be produced to make the signposting to other agencies more effective and increase the take up of benefits.

**Stage 5: Monitoring**

No	Action	Details
102	Outline plans to monitor the actual impact of proposals	The full impact of decisions will only be known once it is introduced. Identify arrangements for reviewing the actual impact of proposals once they have been implemented.  Section 17 spend will continue to be monitored monthly.

**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.
- Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.

**Action plan / mitigating actions**

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Implement recommendations from Audit Report	To increase the take up of benefits by parents and reduce the amount of Section 17 payments made.	Principal Business Manager	April 2012
2	Section 17 payments recorded via PARIS	Better monitoring of individual payments to families	Principal Business Manager	April 2012
3	Information available to Parents about benefits	To increase the take up of benefits by parents and reduce the amount of Section 17 payments made.	Principal Business Manager	April 2012
4				
5				
6				

**Budget Proposals 2012/13: Major Decision: Business Unit : Children's Services**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Richard Williams**

**Position: Director of Children's Services**

**Business Unit: Children's Services**

**Department: Children's Services**

**Date: 9<sup>th</sup> January 2012**



Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<p>Service variations – Reduction to grants to Voluntary Sector (including Connexions and Children's Society)</p> <p>The current contract with Connexions supports the work around the NEET targets.</p> <p>The current contract with the Children's Society supports the delivery of the Checkpoint and Children's Rights and Participation programmes.</p>	0	50	Actual percentage cut not yet known	x	<p>Potential risk of an increase in the number of NEET's</p> <p>Potential risk to vulnerable children and young people.</p> <p>Conversations to be held with both the Connexions Service and The Children's Society to secure agreements that the proposed reductions will be at management level and not the front line.</p>			x

Stage 1: Purpose of the proposal

No	Question	Details
103.	Clearly set out the purpose of the proposal	Percentage reduction to the current contract values for contracts held with The Children's Society. This translates into a 17% reduction against the total value of the contracts held with The Children's Society. The area of reduction is focused on non statutory provision.
104.	Who will this proposal affect?	A new contract is out to tender and is looking to secure developments in the provision of advocacy and independent visiting services alongside the maintenance of support, guidance and counselling services. A new approach to the delivery of participation and engagement will follow once this reduction has been made that will find a new way of delivering the services that were once part of the Children's Society contract.
105.	What is the intended	A new contract is out to tender and is looking to secure developments in the provision of advocacy and independent visiting

No	Question	Details
	outcome?	services alongside the maintenance of support, guidance and counselling services. A new approach to participation and engagement will follow once this reduction has been made that will find a new way of delivering the services that were once part of the Children's Society contract.

**Stage 2: Evidence, Consultation and Engagement**

No	Question	Details																								
106.	Have you considered the available evidence?	No but providers have been involved in the development of the new specification.																								
107.	How have you consulted on the proposal?	<p>We have consulted in the following ways:</p> <ul style="list-style-type: none"> <li>▪ Viewpoint panels and general public questionnaires have been completed (online &amp; paper)</li> <li>▪ Public "budget consultation" meetings have taken place (Focus Groups)</li> <li>▪ Members of the public (see above)</li> </ul>																								
108.	Who have you consulted with?	<ul style="list-style-type: none"> <li>▪ Members of the public (see above)</li> </ul>																								
109.	How many people responded?	<ul style="list-style-type: none"> <li>▪ Approx 300 responses to questionnaires (Viewpoint questionnaires and general public questionnaires)</li> <li>▪ 100 people attended public budget consultation events (Focus Groups)</li> </ul>																								
110.	Outline the key findings?	<p>Reduce grants to the voluntary sector e.g. Connexions, Children's Society. (Potential saving: £50,000)</p> <table border="1" data-bbox="837 1209 1013 1702"> <thead> <tr> <th colspan="2">Questionnaires</th> <th colspan="2">Focus Groups</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>109</td> <td>Yes</td> <td>12</td> </tr> <tr> <td>Yes</td> <td>157</td> <td>No</td> <td>21</td> </tr> <tr> <td><b>Total</b></td> <td><b>293</b></td> <td><b>Base on performance</b></td> <td><b>26</b></td> </tr> <tr> <td></td> <td></td> <td><b>Total</b></td> <td><b>59</b></td> </tr> <tr> <td></td> <td></td> <td></td> <td><b>100%</b></td> </tr> </tbody> </table>	Questionnaires		Focus Groups		No	109	Yes	12	Yes	157	No	21	<b>Total</b>	<b>293</b>	<b>Base on performance</b>	<b>26</b>			<b>Total</b>	<b>59</b>				<b>100%</b>
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		<b>Total</b>	<b>59</b>																							
			<b>100%</b>																							
111.	What amendments may be required as a result of the consultation?	None – as providers are involved in development																								
112.	How will the results be published?	The results from the public questionnaires and public budget consultation events will be published on the Councils website																								

Stage 3: Impact Assessment

No	Question	Details
113.	Identify the potential positive and negative impacts on specific groups	
		<b>Positive Impact</b>
	All groups in society generally	N/A
	Older or younger people	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended.
	People with caring responsibilities	N/A
	People with a disability	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
	Women or men	N/A
	People who are black or from a minority ethnic background (BME)	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
	People who are lesbian, gay or bisexual	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
	People who are transgendered	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
	People who are in a marriage or civil partnership	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
		<b>Negative Impact</b>
		N/A
		The support to Young Peoples Panels and the delivery of Total Respect Training maybe be potentially affected by this proposal.
		N/A
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No	Question	Details
	People with particular religion or belief / no belief	will be extended Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
	Women who are pregnant / on maternity leave	Children and Young People will receive same level of direct service provision. An independent visitors service will be developed and the scope of previous advocacy arrangements will be extended
114.	<b>What are the impacts of your proposals to other agencies?</b>	The reduction in grant is going to impact directly on Children's Society and savings should be found from non statutory arrangements.
115.	<b>Does your proposal link to other decisions you are making?</b>	No
116.	<b>Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?</b>	As part of the tendering process we would look to ensure that the successful contractor would not discriminate and the Advocacy and Independent Visitor Services are aimed at ensuring the wishes and feelings of children and young people are heard.

**Stage 4: Course of Action**

No	Action	Details
117.	<b>State a course of action</b>	<b>Outcome 1: No major change required</b> - CIA has not identified any potential for adverse impact and all opportunities to promote equality have been taken as providers are involved in development
118.	<b>Identify any plans to alleviate any negative impacts</b>	TUPE rights will be considered as part of the new contract arrangements.

**Stage 5: Monitoring**

No	Action	Details
119.	Outline plans to monitor the actual impact of proposals	The contract will be monitored against agreed outcomes established during the commissioning of the services.

**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

### Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Set up meeting for commissioners and providers to agree core specification and actions	To progress opportunity	Russell Knight	November 2011 – complete
2	Agree service specification	To progress opportunity	Russell Knight	November 2011 – complete
3	Send out applications (Tenders)	To progress opportunity	Russell Knight	January 2012
4	Evaluation of applications to take place between 6 Feb and 17 Feb (involving young people on panel)	To progress opportunity	Russell Knight	February 2012
5	Award contract	To progress opportunity	Russell Knight	29 <sup>th</sup> February 2012
6	Contract to start 1 May 2012.	To progress opportunity	Russell Knight	1 <sup>st</sup> May 2012

**Budget Proposals 2012/13: Major Decision: Business Unit: Children's Services**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Richard Williams**

**Position: Director of Children's Services**

**Business Unit: Youth Service**

**Department: Children's Services**

**Date: 9<sup>th</sup> January 2012**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals <ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies</li> </ul>	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Service Variation – youth services A further review of Youth Service Outreach provision will be undertaken		150	Does not include any potential redundancy costs	X	Potential risk to services delivered. Services will be re-modelled utilising partnerships with the voluntary sector			X

TD  
QD

Stage 1: Purpose of the proposal

No	Question	Details
120	Clearly set out the purpose of the proposal	All Youth Service neighbourhood delivery will be ceased to be delivered by the Torbay Council Youth Service, in addition to making reductions it is intended that a grant funding pot is established (£150K) to enable community and Voluntary Sector groups to apply for funds to support services for young people in local communities. Torbay Council Youth Work will be delivered by a Youth Service team based at Parkfield supported by a wider infrastructure that provides services for young people.
121.	Who is intended to be affected?	Young People across Torbay
122.	What is the intended outcome?	The proposal is intended to achieve a £150K saving and a further £150K grant pot that increasing capacity in the voluntary and community sector to delivery services for young people in their communities.

Stage 2: Evidence, Consultation and Engagement



No	Question	Details								
123.	<b>Have you considered the available evidence?</b>	We have undertaken some initial consultation with the public (see below) Further consultation will need to take place with Vulnerable groups (Disability Youth Group and Kusbai in particular) and the voluntary sector to shape the grant pot so that its application reduces the negative impact of the proposal.								
124.	<b>How have you consulted on the proposal?</b>	<p>We have consulted in the following ways:</p> <ul style="list-style-type: none"> <li>▪ Viewpoint panels and general public questionnaires have been completed (online &amp; paper)</li> <li>▪ Public “budget consultation” meetings have taken place (Focus Groups)</li> </ul> <p>Further consultation will need to take place with Vulnerable groups (Disability Youth Group and Kusbai in particular) and the voluntary sector to shape the grant pot so that its application reduces the negative impact of the proposal.</p>								
125.	<b>Who have you consulted with?</b>	<p>a. Members of the public (see above)</p> <p>b. Further consultation will need to take place with vulnerable groups (Disability Youth Group and Kusbai in particular) and the voluntary sector to shape the grant pot so that its application reduces the negative impact of the proposal.</p>								
126.	<b>How many people responded?</b>	<p>a. Approx 300 responses to questionnaires (Viewpoint questionnaires and general public questionnaires)</p> <p>i. 100 people attended public budget consultation events (Focus Groups)</p>								
127.	<b>Outline the key findings?</b>	<p>Reduce Youth Service neighbourhood provision and start a funding pot for community and voluntary sector groups to provide services for young people. (Potential saving: £150,000)</p> <table border="1" data-bbox="997 1400 1165 1713"> <thead> <tr> <th colspan="2" data-bbox="997 1400 1165 1467">Questionnaires</th> </tr> </thead> <tbody> <tr> <td data-bbox="997 1467 1045 1713">No (Do not support proposal)</td> <td data-bbox="1045 1467 1165 1713">8</td> </tr> <tr> <td data-bbox="1045 1467 1093 1713">Yes (Support proposal)</td> <td data-bbox="1093 1467 1165 1713">17</td> </tr> <tr> <td data-bbox="1093 1467 1165 1713"><b>Total</b></td> <td data-bbox="1165 1467 1220 1713"><b>25</b></td> </tr> </tbody> </table> <p>A further review of Youth Service Outreach provision will be undertaken</p>	Questionnaires		No (Do not support proposal)	8	Yes (Support proposal)	17	<b>Total</b>	<b>25</b>
Questionnaires										
No (Do not support proposal)	8									
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128.	<b>What amendments may be required as a result of the consultation?</b>	The results from the public questionnaires and public budget consultation events will be published on the Councils website								
129.	<b>How will the results be published?</b>	The results from the public questionnaires and public budget consultation events will be published on the Councils website								

Stage 3: Impact Assessment

		Details	
No	Question	Positive Impact	Negative Impact
130.	Identify the potential positive and negative impacts on specific groups		
	All groups in society generally	The creation of a £150K grant pot will strengthen the voluntary and community sector to build capacity at a local level. The voluntary sector can add value to the investment from the LA by applying for funding that is not accessible by the LA.	Communities that rely on services being delivered for them may initially see a reduction in services for young people at a neighbourhood level until capacity in the community is fully strengthened.
	Older or younger people	The views of Young People and their participation in strengthening the voluntary and community sector will provide opportunities for personal growth and strong sense of ownership	The proposal will result in the reduction of Youth Work provision at a neighbourhood level pending the strengthening and capacity building of the voluntary sector
	People with caring responsibilities	The grant pot will have a particular focus on increasing capacity in the voluntary and community sector for vulnerable groups such as Young Carers. This will be part of the ongoing work with Community Budgets and 'Troubled Families'	Some of the young people affected by the reduction in neighbourhood youth work may include young carers.
	People with a disability	The grant pot will have a particular focus on increasing capacity in the voluntary and community sector for vulnerable groups such as children with disabilities	One of the effected posts includes the provision of Youth Support Worker that facilitates a Youth Group for children with disabilities. There may be a risk that the group is not sustained as a result of the reductions, solutions for continuing service delivery will need to be found as part of the remodelling process in partnership with the service users.
	Women or men	No impact	No impact
	People who are black or from a minority ethnic background (BME)	The grant pot will have a particular focus on increasing capacity in the voluntary and community sector for vulnerable groups which could include those young people from a BME background	Young People who are BME that access an existing provision will see a reduction in service.
	People who are lesbian, gay or bisexual	There is the possibility that additional resources become available through the grants and additional funds that the	One of the effected posts currently runs 'Kushbai' which works with young people who are Lesbian, gay. Bisexual,

No	Question	Details
	voluntary sector can access.	questioning or transgender. The proposal will out at risk the future delivery of the group unless an alternative solution/provider can be found in the voluntary/community sector.
People who are transgendered	See above	See above
People with particular religion or belief / no belief	No impact	No impact
People who are in a marriage or civil partnership	No impact	No impact
Women who are pregnant / on maternity leave	No impact	No impact
131. What are the impacts of your proposals to other agencies?	There is the potential for increased demands to the Voluntary Sector to provide services for young people. The reduction in services for young people and diversionary activity could lead to an increase in ASB and youth crime which therefore would impact on the police, social landlords, communities, businesses and the Youth Justice System as a whole.	
132. Does your proposal link to other decisions you are making?	The proposal is part of an overall commitment to increasing capacity in the voluntary and community sector, redesigning children's services to achieve efficiencies whilst improving outcomes by doing things differently. The reduction in budget for this area enables continued improvement to be made across the LA at a partnership level to improve our safeguarding practice. The grant pot will also form part of the LA approach to Community Budgets and Troubled Families. The development of a Youth Offer in Torbay using the 'Positive for Youth' government paper as a framework that shapes delivery and increasing participation of young people.	
133. Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?	The proposal will strengthen relationships with the voluntary and community sector and provide opportunities for young people to shape future services and the way they are delivered	

**Stage 4: Course of Action**

No	Action	Details
134.	State a course of action	Clearly identify option(s) chosen and justify reasons for this decision: -

		<b>Outcome 2: Adjustments to remove barriers</b> – Further consultation will need to take place with Vulnerable groups and the voluntary sector and further testing will need to take place. Further adjustments may need to take place once full consultation has taken place.
135.	Identify any plans to alleviate any negative impacts	Further consultation will need to take place with Vulnerable groups (Disability Youth Group and Kusbai in particular) and the voluntary sector to shape the grant pot so that its application reduces the negative impact of the proposal.

**Stage 5: Monitoring**

No	Action	Details
136.	Outline plans to monitor the actual impact of proposals	Reviewing Services to Youth will form part of the future Youth Offer work that is being undertaken that will strengthen the level of participation and feedback from young people and communities.

**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Secure alternative solution for replacing existing provision for vulnerable groups identified through the impact assessment (Disability youth group and Kushbai)	Reduce negative impact on vulnerable groups	Senior Neighbourhood Youth Worker	April 2012
2	Confirm grant funding criteria and application process in partnership with the voluntary sector	Enable voluntary sector to increase provision to offset reduction by the LA	Senior Neighbourhood Youth Worker	April 2012
3	Complete Consultation and produce a 'Youth Offer' for Torbay	The approach to a 'Youth Offer' will ensure young people are central to future reviews and decision making	Locality Manager	April 2012
4				
5				
6				

## Combined Impact Assessments

### Residents & Visitors Services – Full Assessment (Part 2)

**Budget Proposals 2012/13: Major Decision: Business Unit : Residents And Visitor Services (Beach Huts)**

#### **Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Sue Cheriton**

**Position: Executive Head Residents and Visitor Services**

**Business Unit: Residents and Visitor Services**

**Department: Resort Services**

**Date: January 2012**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Beach Huts – Increased income – Increase charges on current charging in selected locations with waiting lists	37	-	Graduated increase on charges apply in yr1 linked to areas with waiting lists	04/2012	<ul style="list-style-type: none"> <li>▪ Customer Resistance to pricing policy</li> <li>▪ Waiting list significantly reducing due to increases</li> <li>▪ Some loss of clients</li> </ul>			x

Stage 1: Purpose of the proposal

Question	Details
137. Clearly set out the purpose of the proposal	To increase the charges for beach hut rentals to reflect the demand at each beach. The new pricing structure will relate to seasonal site rentals (where customers provide their own huts, winter storage of owners huts, or use of these in winter locations, beach hut rentals on a seasonal basis and daily/weekly rental charges across the beaches. The charges proposed are still average in regard of other comparable resorts. The cost of beach services have increased and this needs to be reflected in the charging structure together with demand on certain beaches. Current and future beach hut users/ seasonal and weekly rentals. Both residents and tourists will be affected. It will reduce the costs to the wider public and loss of services across Residents & Visitors Services (RVS). The purpose is to ensure other general services are not reduced as a result of the savings targets and increase costs and that users pay on levels of demand and usage.
138. Who is intended to benefit?	The proposals will be fairer to those who have been on waiting lists for many years on specific high demand beaches, and ensure that the pricing structure reflects usage on certain beach areas but enable beaches where traditionally there has been lower demand are not penalised by a flat rate overall increase which has happened in previous years.
139. What is the intended outcome?	

**Stage 2: Evidence, Consultation and Engagement**

No	Question	Details
140.	Have you considered the available evidence?	There has been benchmarking of other resorts to ensure that the charging structure is comparable to other resorts. The increases have considered increased costs of general beach services that support the beaches in general and the facilities provided. The prices also reflect the increased cost of national non-domestic rates on provided units.
141.	How have you consulted on the proposal?	The Beach Huts User Group (BHUGS) has been consulted on the proposals. All users will be written to in January and advised of the increase charges. They will be given the opportunity to change sites subject to availability or to not continue with their seasonal rentals. Availability of free sites/huts will then be offered to the waiting list on a 'next' on the list basis.
142.	Who have you consulted with?	The beach hut user group 'BHUGS' have been consulted. Some Community Partnerships have also been consulted on the increases at their public meetings. This has also been subject to a Full Council Report which was presented on <a href="http://www.torbay.gov.uk/DemocraticServices/feListDocuments.aspx?CId=163&amp;Mid=2487&amp;Ver=4">8<sup>th</sup> December (http://www.torbay.gov.uk/DemocraticServices/feListDocuments.aspx?CId=163&amp;Mid=2487&amp;Ver=4)</a> All members of the public had access to the report and the full proposals. This was also reported in the local paper. The BHUGS send out newsletters to over 1000 users with a paid up membership for last year of 180 with over hundred members actually attending the meetings. Wider public "budget consultation" events have taken place and a questionnaire completed.
143.	How many people responded?	BHUGS have been consulted who represent over 1000 users across the bays beaches.



No	Question	Details																																		
144.	Outline the key findings?	<p>The BHUGs group were concerned about the charges but understood that prices would be rising significantly. The original proposal, following benchmarking, suggested that 23% across the board could be charged and still remains in line with the upper level of charges in other resorts. However following further investigation and discussion the proposal was reviewed to have a demand based structure with a maximum charge of 18% in the areas where there were high levels of demand and very long waiting lists spanning many years.</p> <p><b>Public Consultation:</b></p> <p><u>Would you support a proposal to increase the charges for beach huts? (£50k)</u></p> <table border="1" data-bbox="454 638 734 1030"> <thead> <tr> <th rowspan="2">Venue</th> <th colspan="2">Yes</th> <th colspan="2">No</th> </tr> <tr> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Westlands</td> <td>7</td> <td>64%</td> <td>4</td> <td>36%</td> </tr> <tr> <td>T.C.C</td> <td>20</td> <td>100%</td> <td>0</td> <td>0%</td> </tr> <tr> <td>Paignton</td> <td>17</td> <td>77%</td> <td>5</td> <td>23%</td> </tr> <tr> <td>Dunboynne</td> <td>7</td> <td>100%</td> <td>0</td> <td>0%</td> </tr> <tr> <td><b>Total</b></td> <td><b>51</b></td> <td><b>85%</b></td> <td><b>9</b></td> <td><b>15%</b></td> </tr> </tbody> </table>	Venue	Yes		No		Count	%	Count	%	Westlands	7	64%	4	36%	T.C.C	20	100%	0	0%	Paignton	17	77%	5	23%	Dunboynne	7	100%	0	0%	<b>Total</b>	<b>51</b>	<b>85%</b>	<b>9</b>	<b>15%</b>
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145.	What amendments may be required as a result of the consultation?	See above – after consultation it was agreed that the proposed increase of 23% would be reduced to a maximum of 18% in areas of high demand, and would be on average a 12% increase in other areas.																																		
146.	How will the results be published?	The final proposals were agreed unanimously at Full Council on <u>8<sup>th</sup> December</u> ( <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=2487&amp;Ver=4">http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=2487&amp;Ver=4</a> ) and are part of the public record. Users will be informed via letter in January when invoicing for 2012 season commence.																																		

**Stage 3: Impact Assessment**

No	Question	Details				
147.	Identify the potential positive and negative impacts on specific groups	<table border="1" data-bbox="1292 1814 1324 1859"> <thead> <tr> <th data-bbox="1292 1814 1324 1926">Positive Impact</th> <th data-bbox="1292 1926 1324 2038">Negative Impact</th> </tr> </thead> <tbody> <tr> <td data-bbox="1292 1926 1324 1926"></td> <td data-bbox="1292 2038 1324 2038"></td> </tr> </tbody> </table>	Positive Impact	Negative Impact		
Positive Impact	Negative Impact					

No	Question	Details
	All groups in society generally	Gives an opportunity for people on very long waiting lists to get beach huts at the site of their choice
	Older or younger people	Older and younger people will have access and may get a greater choice of site as a result of the price structure changes.
	People with caring responsibilities	There are free use beach huts offered for a number of care groups. Options to share Beach Huts could be an option for those unable to afford sole use.
	People with a disability	Those beach huts that are currently accessible for the disabled will not be affected.
	Women or men	Men and women are equally effected by the changes
	People who are black or from a minority ethnic background (BME)	All ethnic groups are equally affected by the changes
	People with particular religion or belief / no belief	These groups are equally affected
	People who are lesbian, gay or bisexual	These groups are equally affected
	People who are transgendered	These groups are equally affected
	People who are in a marriage or civil partnership	These groups are equally affected
	Women who are pregnant / on maternity leave	These groups are equally affected
	Socio-economic considerations	N/A
148.	<b>What are the impacts of your proposals to other agencies?</b>	No
149.	<b>Does your proposal link to other decisions you are making?</b>	No
150.	<b>Is there scope for your</b>	<i>The positive impacts of this proposal are as follows: The proposal gives people an opportunity on long waiting lists to obtain a</i>

No	Question	Details
	<p><b>proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?</b></p>	<p>beach hut at a site of their choice. Older and younger people will still have access to the beach huts and may get a greater choice of site as a result of the price structure changes. There are free use beach huts offered for a number of care groups and there is an option for people with caring responsibilities to share beach huts for those that are unable to afford sole use. Beach huts that are currently accessible for people with a disability will not be affected. People from all other groups (i.e. women/men, BME, lesbian, gay, bisexual, transgender, and people in a civil partnership or women who are pregnant or on maternity leave) are equally affected by the change.</p>

**Stage 4: Course of Action**

No	Action	Details
151.	<p><b>State a course of action</b></p>	<p><b>Outcome 2: Adjustments to remove barriers</b> – Socio-economic impact identified therefore an adjustment to the increase in charges has been made from 23% to a maximum of 18%</p>
152.	<p><b>Identify any plans to alleviate any negative impacts</b></p>	<p>No major impacts have been identified.</p>

**Stage 5: Monitoring**

No	Action	Details
153.	<p><b>Outline plans to monitor the actual impact of proposals</b></p>	<p>We will monitor the impact of the proposal by monitoring the waiting lists at all sites to see if they increase or diminish. We will also monitor the number of bookings or beach huts on a daily, weekly and seasonal basis.</p>

**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

### Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Full Council meeting for Council decision	To obtain a decision to proceed with proposal	Sue Cheriton	8 <sup>th</sup> December 2011 - Complete
2	New bills to all beach hut owners incorporating the increased charges need to be issued (Bills to be sent in January	Part of the annual billing process and to advise customers - in advance, of the increase charge	Sue Cheriton	January 2012
3				
4				
5				
6				

**Budget Proposals 2012/13: Major Decision: Business Unit : Resident and Visitor Services (Libraries – High Level)**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Sue Cheriton **Position:** Executive Head Resident and Visitor Services

**Business Unit:** Resident and Visitor Services **Department:** Library Service

**Date:** January 2012

**Note:** Please note that this is a high level impact assessment for the Library Service at this time. A more comprehensive impact assessment and specific budget proposals will be made available at the 25<sup>th</sup> January Overview and Scrutiny meeting. Comprehensive consultation results will also be made available at this time. This impact assessment is based on preliminary consultation findings.

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Reduction of Library Services – opening hours and service provision		170	There are some vacant post which will be deleted but redundancies are expected : it is estimated this could be around 6 FTE's – estimated cost of up to £100k for redundancy and pension payments	04/2012	<ul style="list-style-type: none"> <li>Adverse public reaction to reduced opening hours</li> <li>Risk of legal challenge as now case law set on Library1964 Act this year at other Council's</li> <li>Reduced demand due to reduced hours</li> <li>Groups including the voluntary sector may be affected by reduced operational times</li> <li>If closure between Christmas and New Year is agreed staff will be affected as they would be required to take annual leave</li> </ul>			X

Stage 1: Purpose of the proposal

No	Question	Details
154.	Clearly set out the purpose of the proposal	<b>Reduction of Library Services – opening hours and service provision.</b> The detail is still being determined subject to the results of the questionnaire and consultation completed at the end of December. There will be some internal changes to the structure which will not affect the public. Internal restructuring will take place with limited affect on the counter service points. This CIA will focus on reductions in public services specifically and any increase in charges and new charging policies where this will affect the users.
155.	Who is this proposal likely to affect?	Reductions have to be made to this service and it is expected that this will result in the loss of 37 hours across the Library Service provision. The final reduction of hours proposed will be determined by consultation from users, local residents and by analysis of numbers visiting the library at specific times.
156.	What is the intended outcome?	To minimise the impact on users by any reduction in service by identifying the least popular times and ensure the maximum level of service can continue to be provided within the revised budget allocations.

No	Question	Details																								
157.	<p>Have you considered the available evidence?</p>	<p>Locally – extensive consultation is taking place to identify the current uses of the library, when the facilities are used and the level of usage across the current opening times. This evidence will be used to reduce the service by 37 hours across all service areas – based on demand and best use of resources.</p> <p><b>General Data</b></p> <ul style="list-style-type: none"> <li>• There are 4 libraries within Torbay – Torquay, Paignton, Brixham, Churston as well as mobile library provision.</li> <li>• All libraries at present are open 6 days a week including half day opening and late night provision. The links below outline library opening times.             <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/your-services/libraries/library-locations/torquay-library.htm">http://www.torbay.gov.uk/index/your-services/libraries/library-locations/torquay-library.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/your-services/libraries/library-locations/paignton-library.htm">http://www.torbay.gov.uk/index/your-services/libraries/library-locations/paignton-library.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/your-services/libraries/library-locations/brixham-library.htm">http://www.torbay.gov.uk/index/your-services/libraries/library-locations/brixham-library.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/your-services/libraries/library-locations/churston-library.htm">http://www.torbay.gov.uk/index/your-services/libraries/library-locations/churston-library.htm</a></li> </ul> </li> <li>• Torbay Mobile Library Service - There is a mix of fortnightly and weekly stops covering all of Torbay. Link provides the mobile library schedule for a specified postcode area –             <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/your-services/libraries/library-locations.htm">http://www.torbay.gov.uk/index/your-services/libraries/library-locations.htm</a></li> </ul> </li> </ul> <p><b>Footfall data</b></p> <p>Footfall data for 2011/12 up to December 2011 is as follows:</p> <table border="1" data-bbox="858 602 1082 1879"> <thead> <tr> <th></th> <th>Items issued</th> <th>Visitors</th> <th>Enquiries</th> </tr> </thead> <tbody> <tr> <td>Brixham</td> <td>64,847</td> <td>78,440</td> <td>17,275</td> </tr> <tr> <td>Churston</td> <td>76,833</td> <td>46,869</td> <td>10,113</td> </tr> <tr> <td>Mobile Library</td> <td>24,071</td> <td>8,195</td> <td>1,985</td> </tr> <tr> <td>Paignton</td> <td>205,556</td> <td>233,562</td> <td>31,346</td> </tr> <tr> <td>Torquay</td> <td>182,371</td> <td>178,237</td> <td>57,585</td> </tr> </tbody> </table> <p><b>Benchmarking – Unitary comparisons (Appendix 1)</b></p> <ul style="list-style-type: none"> <li>• Benchmarking based on service points open to the public as at 31<sup>st</sup> March 2011 (Cipfa Stats)</li> <li>• Population by Service Point – Torbay has a 26,860 population per service point (service points open to the public as at 31<sup>st</sup> March</li> </ul>		Items issued	Visitors	Enquiries	Brixham	64,847	78,440	17,275	Churston	76,833	46,869	10,113	Mobile Library	24,071	8,195	1,985	Paignton	205,556	233,562	31,346	Torquay	182,371	178,237	57,585
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No	Question	Details
		<p>2011 where services are open for more than 10 hours or more per week including mobile libraries). Torbay's population = 134,300</p> <ul style="list-style-type: none"> <li>• This compares to <ul style="list-style-type: none"> <li>▪ Poole - population by service point = 14,210 Total Population = 142,100</li> <li>▪ Southend-on-Sea - population by service point = 23,614 Total Population = 165,300</li> <li>▪ Bournemouth - population by service point = 14,008 Total Population = 168,100</li> </ul> </li> <li>• Mobile libraries – average hours of opening per week – Torbay performs within the middle quartile with, on average, mobile library provision available for 22 hours. The top performer for all unitary authorities was Southampton.</li> </ul>
	<p><b>How have you consulted on the proposal?</b></p>	<p>Consultation has taken place in the following ways: -</p> <ul style="list-style-type: none"> <li>• Through presenting to user groups and Friend of Library Groups.</li> <li>• By individual questionnaire on line and distributed through the library service points.</li> <li>• A wider general public 'budget consultation' has taken place.</li> </ul>
158	<p><b>Who have you consulted with?</b></p>	<ul style="list-style-type: none"> <li>• User groups and Friend Groups have been consulted.</li> <li>• General public who use libraries via questionnaires.</li> </ul>
159	<p><b>How many people responded?</b></p>	<ul style="list-style-type: none"> <li>• Two letters of objection from the Friends of Library Groups have been received (please refer to appendix 2)</li> <li>• Approx. 2500 questionnaires have been received by individuals on the proposed reduction in service for the Libraries.</li> </ul>
160	<p><b>Outline the key findings?</b></p>	<p>Awaiting detailed final analysis.</p> <p><b>Preliminary Findings</b>  Responses from Questionnaires – Initial feedback (400 respondents part way through consultation 2<sup>nd</sup> December)</p> <ul style="list-style-type: none"> <li>• Most popular visiting time – Mornings 9.30 to 13.00 – Highest % = Monday and Tuesday</li> <li>• Least popular visiting time – Evenings 17.00 to 19.00 – Least % = Tuesday</li> <li>• Least popular times in the day – 9am – 10am and 5pm – 7pm</li> </ul> <p><b>Public Meetings:</b></p> <p><b><u>The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?</u></b></p>



No	Question	Details					
		Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all	
Venue	Count	%	Count	%	Count	%	
Total	14	25%	12	22%	29	53%	

55

161.	<p>What amendments may be required as a result of the consultation?</p> <p>Awaiting detailed final analysis.</p> <p>In light of the preliminary findings the following potential unintended consequences need to be considered: –</p> <ul style="list-style-type: none"> <li>• Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be given to access for parents and carers with young children.</li> <li>• 10% of those responded took part in Blind or Visually Impaired activities.</li> <li>• Those reading magazines and newspapers made up 26.6%, and usage for reference and information is made up of 21.6% respondents – this needs to be taken into account as the impact of the proposal does not only affect issues or service usage information.</li> <li>• Need to consider users who use the libraries for uses not identified in the questionnaire – somewhere to go to meet people, use as a place to keep warm, as a safe and neutral environment, or as the place to go when you don't know where to go etc.</li> <li>• Implications for other voluntary sector groups who traditionally use the library for drop in sessions needs to be taken into account.</li> <li>• Use of hired meeting rooms and loss of income where applicable</li> </ul>
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162.	<p>How will the results be published?</p> <p>The results of the consultation will be published via Overview and Scrutiny meeting reports in conjunction with the budget process.</p>
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Stage 3: Impact Assessment

No	Question	Details
163.	<p>Identify the potential positive and negative impacts on specific groups</p>	<p>Positive Impact</p> <p>Negative Impact</p>

No	Question	Details
All groups in society generally	<ul style="list-style-type: none"> <li>A comprehensive library service, as per the Public Libraries and Museums Act, will still be maintained. The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Potential implications for voluntary sector groups who traditionally use the library for drop in sessions.</li> <li>Provision of services for vulnerable people could be at risk.</li> <li>Reduced access to services</li> </ul>
Older or younger people	N/A	<ul style="list-style-type: none"> <li>Need to consider users of libraries for uses not identified in the questionnaire – somewhere to go for meeting people, use as a place to keep warm etc. This may impact on the elderly particularly.</li> <li>Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be taken regarding access for parents and carers with young children.</li> <li>Need to consider potential impact if any of the libraries were to close on a Thursday morning which may impact the elderly and those of pensionable age collecting pensions at that time.</li> <li>Likewise, consideration into the potential impact if libraries are closed around school hours that may impact access to study material for young people.</li> </ul>
People with caring responsibilities	N/A	<ul style="list-style-type: none"> <li>Consideration needs to be given to any potential impact of reducing the mobile library provision throughout Torbay on vulnerable people, specifically those people who are unable to leave their home and rely on carers.</li> </ul>
People with a disability	N/A	<ul style="list-style-type: none"> <li>10% of those responded took part in Blind or Visually Impaired activities. This will be considered in determining final proposals.</li> </ul>
Women or men	N/A	<ul style="list-style-type: none"> <li>Uses of the library by under 5's with parents - 58.8% who responded to 'taking part in activities' participated in under 5 activities. Therefore consideration needs to be taken regarding access for parents or carers with young children.</li> </ul>

No	Question	Details
	People who are black or from a minority ethnic background (BME)	N/A
	People who are lesbian, gay or bisexual	N/A
	People who are transgendered	N/A
	People with particular religion or belief / no belief	N/A
	People who are in a marriage or civil partnership	N/A
	Women who are pregnant / on maternity leave	N/A
	Socio-economic considerations.	N/A
164	What are the impacts of your proposals to other agencies?	<ul style="list-style-type: none"> <li>Libraries provide access to books, reading material, ICT resources and other groups and sources of information for those individuals that cannot afford to purchase their own – this will be taken into account when determining final proposals.</li> </ul>
165	Does your proposal link to other decisions you are making?	Potential implications for voluntary sector groups who traditionally use the library for drop in sessions. Potential reductions in opening hours for Paignton and Brixham libraries could impact upon partners and other service providers that use the same buildings.
166	Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?	<p>N/A</p> <p>The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision. Specifically consideration will be given to single mothers, children, elderly, and the disabled.</p>

#### Stage 4: Course of Action

No	Action	Details
167.	State a course of action	<b>Outcome 2: Adjustments to remove barriers</b> – Action to remove the barriers identified or to better promote equality.

		There is potential for negative impact on vulnerable groups as outlined in Q10 depending on the specific proposals put forward as to how the 37 hours reduction will be achieved following the analysis of the full consultation results. Full consideration will be given to vulnerable groups with the least impact achievable.
168.	<b>Identify any plans to alleviate any negative impacts</b>	The specific proposals as to how the 37 hours service reduction will be achieved will be based on footfall figures and comprehensive consultation results. This will ensure the least impact possible is achieved.

**Stage 5: Monitoring**

<b>No</b>	<b>Action</b>	<b>Details</b>
169.	<b>Outline plans to monitor the actual impact of proposals</b>	Monitoring will include: - <ul style="list-style-type: none"> <li>▪ Footfall to libraries;</li> <li>▪ Use of libraries by groups, session take up;</li> <li>▪ Customer feedback.</li> </ul>

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

## Action plan / mitigating actions

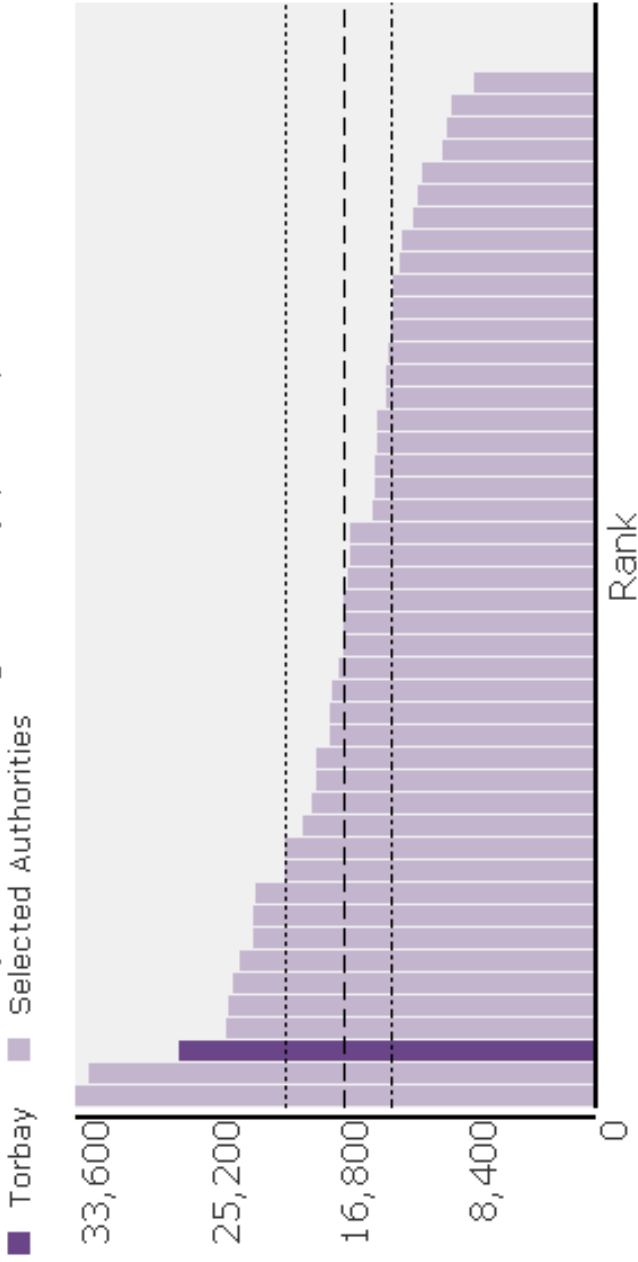
Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Full consultation results	<ul style="list-style-type: none"> <li>▪ Comprehensive consultation results from libraries questionnaire.</li> <li>▪ Feed into determining specific detail of proposal.</li> </ul>	Business Services (consultation results)	20 <sup>th</sup> January 2012
2	Staff consultation process	<ul style="list-style-type: none"> <li>▪ In line with HR policy – staff consultation required on</li> </ul>	Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
3	Full implementation of proposal		Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
4				
5				
6				

**Appendix 1**

**Benchmarking – Unitary Authority Comparisons [Source: Cipfa Stats]**

**Service Points Open to the Public at 31 March 2011 – Population per Service Point (open 10 hours or more per week including Mobbles) (Number)**



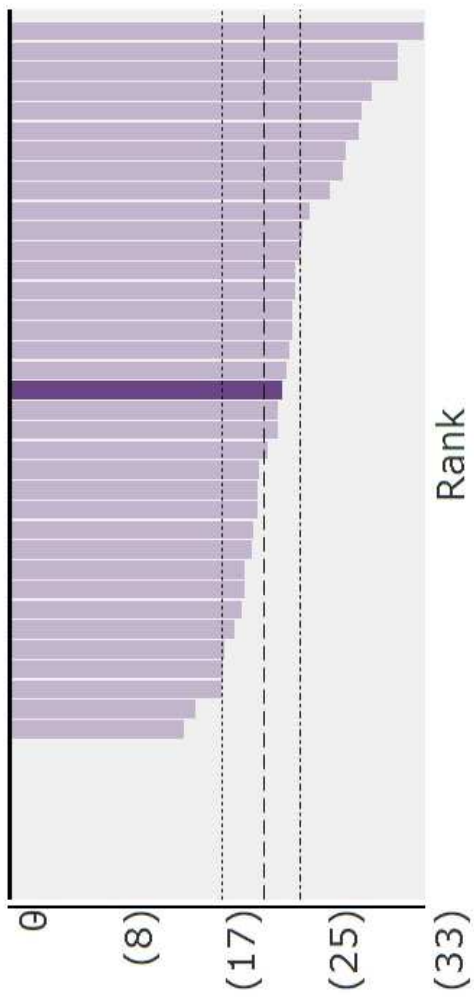
**Low = Better**

**Comparisons with Unitary authorities with a similar profile in terms of population size within a small area (hectares)**

	Area (hectare)	Population	Population per Service Point
Torbay	6362.4	134,300	26,860
Southend-on-Sea	5581.68	165,300	23,614
Poole	6827.89	142,100	14,210
Bournemouth	4673.88	168,100	14,008

**Service Points Open to the Public at 31 March 2011: Mobile Libraries**  
**- Average Hours of Opening per Week (Number)**

■ Torbay ■ Selected Authorities



Letters of Objections

Friends of Brixham library  
xxxxxxx  
xxxxxxx  
xxxxxx  
xxxxxxx  
xxxxxxx

Dear XXXXXXXX,

**Re: Closure or reduction of library services in Torbay**

Following a briefing on the financial challenges faced by Torbay Council, and a proposed funding cut that amounts to 10% of the library budget for 2011-12, the Friends of Brixham Library met to consider an appropriate response. We understand that a successful way forward for the Bay can only be achieved by partnership between the Council Services and local communities. We hope that this will increase opportunities to use the library more rather than less.

The Library Services have already established this model and are supported by a growing membership of 'Friends'. These groups already work together and network with other community/charitable organisations in Torbay.

Our members represent the broad spectrum of library users who access the wide-range of services provided within branches, mobiles and outreach activities. Access to libraries builds a community which is culturally enriched, economically sustainable, and educationally enabled. Reductions to the Library Service would threaten the very aims of the Council which are listed in its Library Service policy statements as:

- ICT as a key enabler for accessing current information and interactive services for all sections of the public. The ICT strategy leads in the pursuit of local, regional and national objectives.
- The Inclusion Services unit aims to provide and develop library services to elderly, disadvantaged and socially excluded people.
- Promoting a policy of equal opportunities for disabled customers and staff. Aiming to create an environment which enables full participation in the service.
- Reference and Information Service assists with enquiries through the provision of a broad range of relevant and up-to-date print and non-print resources, delivered by knowledgeable and well-trained staff.
- Local studies service assists enquiries through the provision of a wide range of resources reflecting the history of, primarily, Torbay, but also Devon.
- To foster and nurture a love of books and reading that will remain with children and young people throughout their lives so that they will view the library as a resource to support lifelong learning and reading for pleasure.
- To purchase stock supporting learning, providing inspiration and enjoyment and promoting reading and developing literacy.



We celebrate the advantages to our community of a vibrant library service that currently meets these policies. Library services remain at the forefront of personal growth for the whole community; providing books, library events, internet access, DVDs and CDs for cultural stimuli. Many library users, especially from economically disadvantaged groups, use the libraries for internet access - especially for making job applications. Reducing this service will impact on the ability of these groups to obtain employment and thus undermines economic sustainability of the Torbay economy.

The skills and achievement of frontline staff and the professional librarians in serving the needs of all library users should not be underestimated. They help provide freely available information on anything for anyone, plus guidance to those lost in the maze of information.

The service reaches out, inclusively, to all members of our community, especially disabled, elderly, babies, unsupported single mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways. It generates confidence in the use of new information skills and provides relaxation and mental stimulation. The buildings are accessible to all.

Our Friends' network may be relatively new but we have a loyal membership, with libraries playing a key part in their lives. We are concerned that Torbay Council may not recognise the impact of major reductions on the quality of the cultural and educational development of our community. We are unanimous in our belief that reducing the number of library branches opening hours, mobile service, or staffing levels any further will not give a sustainable service fit for the future of Torbay.

We would ask you to consider new ways of providing a Library service fit for the 21<sup>st</sup> century which offers more choice and increased activities rather than reductions that will ultimately make the service non-viable. The Brixham Friends have been asked to consider new ways of increasing access and generating revenue and to bring ideas for discussion to our next meeting on January 10th. We will then share them with Officers and Councillors.

Yours sincerely,

xxxxxxxxxxx

xxxxxxx

xxxxxxxxxxx

xxxxxxxxxxx

Tel: xxxxxxxxxxxxxx

I am emailing you to express my extreme concern about the proposed cuts to Torbay Library service budget. I sympathise with the fact that cuts must be made, but I am outraged that the proposed amount of £170,000 represents a disproportionate percentage of what is one of the smaller council budgets.

The amount of public outcry there has already been in Torbay re this proposal signifies the strength of people's feelings about any proposed cuts to this service.

The British free public library service was the first in the world and has remained a shining example of enlightened, inclusive and accessible access to information and literature for human beings from the cradle to the grave. For over 150 years, through every change of political party and government, Britain's public library service has made an essential and unique contribution to the social, educational, cultural and economic well-being of local communities and individuals throughout the country. Are we now come to a point where we will render this enormous benefit unavailable to vast swathes of the public? Could this be called progress? No! What a retrograde step this would surely be!

I am a prime example of the immeasurable value of the public library service. It has completely shaped my whole life. I come from a large and very poor family from which no-one before me had ever stayed in education past the age of 15. In our house we had only 3 or 4 books. At about the age of 6 my parents enrolled me at our small branch library in Crayford Kent because they thought I was learning to read very well. From the first moment I understood that here were books that I could take home FREE whenever I wanted to, it was difficult to keep me away. By the time I was 10 I had read every fiction and non-fiction book in the children's library in Crayford, so I used to walk all the way to the next town, where there was a bigger library. It was my favourite place. Once I was at secondary school I went most evenings to do my homework there, to get away from the noise and bustle of the household. It was a safe, quiet haven.

No-one on either side of my family had ever gained any form of academic qualification. From that background I went on to gain 10 O Levels, 4 A Levels, a university degree in Latin and two post-graduate diplomas. How likely would I have been to do any of that- a girl from a very poor, working class background - if I had not had access to those public libraries? Virtually none I suspect. That is just one story of one individual. How is it possible to begin to measure or quantify how much benefit a free library service bestows? Is anyone able to collect those stories and measure them? Will our young people in Torbay today be able to tell such a story when they are 50?

Time and again throughout the ensuing years I have happened upon non-fiction books in libraries that have literally changed my life in some way- that is no exaggeration. The power of that cannot be quantified.

The libraries in Torbay are outstanding. Having moved here four years ago from Kent, I was delighted to find them such wonderful, helpful and efficient places. They continue to enrich my life on a weekly basis- providing free education, relaxation and information. For example in my branch in Brixham I asked if any information existed about the building of the estate I now live on. An article from an obscure 30 year old magazine was identified and a couple of weeks later, it had been ordered from the British Library and was in my hand!

Please bear all of this in mind when you are deliberating re the library budget on Friday and please oppose this ridiculously high level of proposed cuts, from which the service would certainly never recover.

XXX XXX XXXXXXXX XX XXXXX XXXX XXXXX XXXXXXXX XXX XXX

## APPENDIX

### Feedback from Friends to date:

#### Library services:

Membership cards – consider the creation of an annual membership with an annual charge e.g. £25.00 for any 2 AV items borrowed at any one time with no limit on the number of items borrowed over the course of a year.

Free DVD after every 20 books borrowed.

Provide a direct DVD to customers either by delivery or via the post with an extra annual subscription charge for this service as a local alternative to Love.Film.com

Increase fines BUT avoid overdue charges by:

- Use of drop boxes in libraries and at other sites
- Longer opening hours
- On-line renewals
- E-mail notifications / txt / automated telephone call reminders

Reservations: Keep costs of reservations made for Torbay Library stock down but make increases in charges for Inter-Library Loans e.g. £2.50 per item (Items borrowed from BL costs approaching £10.00 per item and from other regions via Conarls estimated at about £5.50 per item). Suggest introduction of annual user subscription of £35.00+ for ILL's with no further charge. If items borrowed from outside UK charge appropriately e.g. £10.00 per item.

Reading Groups – charge 50p per book borrowed in a collection.

Personal searches – introduce a charge for any personal search taking over 30 minutes at e.g. £25.00 an hour.

Radio masts – investigate how libraries could be used to help enhance broadband coverage in vicinity of local libraries.

Set up an "housebound" service in Torbay Libraries using volunteers from among library members who could be matched with a housebound person and could choose items for them and deliver them/return them. This would increase borrowing figures.

Improve short term parking: Any scope to link with the Royal Mail, do the police need their spaces?

Improve the outside appearance of the library building – pull the blinds back when it is open, put bright coloured info boards on the outside, have flowers in window boxes.

Less backroom staff – investigate DCC running Bibliographical Services

Saturday enhancement – How many staff used? If they only work on a Saturday do not pay enhancement. In future new staff should not be paid the time and a half rate.

Employ shelvers at a lower rate of pay

Is the meetings room paying for itself? Increased footfall by putting IT in workroom and workroom in meetings room

Better use could be made of the space, including the ledge for art displays

Torbay Council should have a webpage for each Friends group or a link to their pages

Develop links with Doctors to encourage reading as a way of keeping well – book lists needed. Funding could come from Health

### Income Generation

Creation of library shops with use of sale or return deals with suppliers. Sell Cards 4 Christmas as another income stream.

Drinks vending machines: many Library Authorities hire these but more realistic to buy rather than rent with aim of making money within one year.

Would the meeting room make more money as a coffee shop with (donated?) homemade cakes on sale on Fridays?

Improve 'book sale' to make greater profit  
 Charge for display of tourist information  
 Act as shop window for local bookshop partners – no real bookshop in Bxm  
 Promote libraries to other organisations who will pay to use the premises outside core library hours  
 Art in Libraries – adopt a strategy of encouraging local art and crafts to display in local libraries taking 20-35% commission on each sale. (Cornwall take 35% commission). Ensure all events are on Creative Torbay  
 Advertising on plasma / LCD screens use this as a vehicle to raise income as well as advertising local and library events and promotions etc. e.g. High Wycombe Library Bucks.  
 Specialist Collection – make information / photographs available for sale on DVDs.  
 Charge for Family History/local history studies etc  
 Legacy Funding – make Torbay residents aware that this facility can be made use of.  
 Reach out to tourists to bring them in to spend their disposable income via a WI style market? Local producers sell in the library and pay commission/table fee. Would also attract locals.

### **Friends support**

Offer free coffee in the actual library, so people drink and socialise, discuss and borrow books. Time them to coincide with all 7-day book and DVD loans being extended to 3 weeks and encourage everyone who comes to the coffee morning to join the Friends.  
 Arrange a "promote the library" day - cover the outside with balloons and give information about what the library offers to people outside/around town, plus guided tour of the facilities, free coffee.  
 Start a film club in the library.  
 Develop art installations that involve users.  
 Offer variable timings for Friends activities to include Saturday mornings and some evenings (with wine included in the ticket price). Whatever takes place should promote the library with a range of activities organised by members, not just the committee. These activities should be in the main part of the library not shut away on the dark, little upstairs room which does not encourage people to come in. Offer raffle and a book stall in the main area.  
 Bookcases on wheels would allow easy opening up of the children's area for meetings  
 Coach trips that have a link to the library stock  
 Market research needed to find out when is the best time/days for events etc. Ensure all events are on Creative Torbay  
 Promote David James postcard project via volunteers scanning then joining friends. Contact Bxm News and College to try to get some youngsters involved.  
 Develop links with Doctors to encourage reading as a way of keeping well – book lists needed. Funding could come from Health  
 Reading group specifically designed for those who do not read – use quick reads  
 Help OAP's write their life story and create into a local history book and build story telling skills  
 Promote activities that tie into specific events such as World Book Night  
 Request Churston, Paignton and Torquay Friends Groups send us a copy of their 2011 programmes so we could see what they've been doing and what has worked well.  
 Link to BATS for publicity via their website/ Saturday morning coffee lounge at folk nights.  
 Link to the EDGE to reach young people and other voluntary groups.

Put together a programme (plus an interests questionnaire) and promote it in the library with a rota of Friends on hand to chat throughout the week. Lottery and other charitable monies – Friends to apply for funding that libraries can't apply for e.g. Reading Garden at Churston Library. Use of scrapstore for cheap purchase of materials for craft events for children

Dear xxxxxxxx,

Thank you for your email of 2nd December which will be considered in the formal consultation currently taking place on reductions in the library service.

The Council has to save £1.1m over the next three years and this is a significant amount for an authority of our size. We are doing everything possible to minimise the impact on our front line services whilst trying to reach this challenging target.

The process will be that the Mayor will table his initial draft budget on 6th December. There will then be a period of consultation and challenge where there will be a further opportunity for you and others to make your case directly to the Overview and Scrutiny panel. The consultation responses such as yours on the library service and the usage data will feed into any proposals, we as the service put forward to meet our target.

I will keep you informed of the timetable of Overview and Scrutiny Meetings where you can make further representations on the budget proposals.

I thank you for taking the time to respond on the consultation and will ensure this is fed into the ongoing process.

Kind Regards

Sue Cheriton

Dear Ms Cheriton

**Re: Consultation on Budget Review 2012/13**

**Response from the Friends of Paignton Library and the Mobile Library services**

Following your briefing on the financial challenges faced by Torbay Council, the Friends of Paignton Library (including the Mobile Library Service) met with the other Friends groups to consider an appropriate response.

We understand the Council has prioritised the need to foster partnership working with local communities as the way forward for the Bay.

As active library users ourselves we celebrate the advantages to our community of a vibrant library service across the whole Bay. The library services in Torbay support numerous individuals and groups to improve the quality of their lives and work. The Friends would like to make sure the Council is aware of:

- the knowledge of professional librarians applying evidence and research to the needs of the communities they serve
- the patience and experience of front of house staff members
- the provision of freely available information on anything for anyone
- the value of guidance given to those lost in the maze of information whether for job seeking or personal interest
- the amount of activity which involves reaching out to encourage reading and use of information for all members of our community. This includes those who are disabled, elderly, babies and their mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways
- the welcome given to holiday makers away from their own library service
- new confidence in using computers and the internet given to older people, as a direct result of library services courses
- a happier community enjoying their reading.

Reduction of funding to the library service will inevitably undermine this excellence at a time when we need these services the most. We were shocked that the consultation road-show did not give any option other than cuts to the service.

To be specific about Paignton Library and its Mobile service we are especially concerned that you may consider a reduction in opening hours as an "easy" option. Please be assured that this will cause chaos. Paignton front-desk is for all services in the building. The library staff are already filling the gaps left by staff reductions in other services. It would be impossible to reduce the opening hours of one service only. A muddle and stress would be the only outcome.

We are unanimous in our belief that reducing the number of library branches, or mobile service, or staffing levels any further will not ensure a sustainable service fit for the future of Torbay.

Yours sincerely

xxxxxxx

PP Friends of Paignton Library

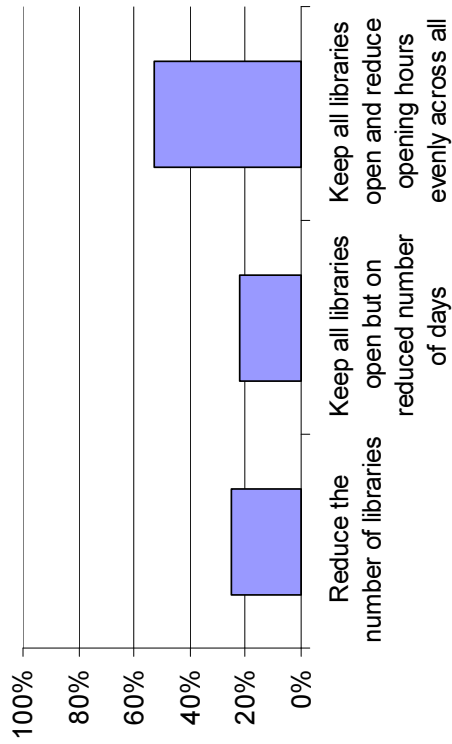
### Appendix 3

#### Results from general budget consultation

The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?

Venue	Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all	
	Count	%	Count	%	Count	%
Westlands	2	18%	4	36%	5	45%
T.C.C	5	26%	3	16%	11	58%
Paignton	5	25%	4	20%	11	55%
Dunboyne	2	40%	1	20%	2	40%
<b>Total</b>	<b>14</b>	<b>25%</b>	<b>12</b>	<b>22%</b>	<b>29</b>	<b>53%</b>

**The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?**





# The Consultation and Research Team



Library Budget Questionnaire

Preliminary Report

02 December 2011

Results

Number of questionnaires returned	
Method of collection	Number
Paper survey	342
Full survey online	63
<b>Total</b>	<b>405</b>



1. Respondents use libraries at least:

	Number	Percent
At least once a week	191	47.5%
Every 2 - 3 weeks	121	30.1%
Every day	37	9.2%
Every month	35	8.7%
A few times a year	16	4.0%
Less often	2	0.5%
<b>Total</b>	<b>402</b>	<b>100%</b>

**2. Which library(ies) do you use?**

**The following libraries are used by (includes main libraries):**

	Number	Percent
Torquay	270	69.1%
Paignton	149	38.1%
Brixham	114	29.2%
Churston	66	16.9%
Mobile library	13	3.3%

**The main library used by respondents is:**

	Number	Percent
Torquay	219	58.9%
Brixham	76	20.4%
Paignton	54	14.5%
Churston	22	5.9%
Mobile Library	1	0.3%
<b>Total</b>	<b>372</b>	<b>100%</b>

**3. Reasons respondents visit the library:**

	Number	Percent
Fiction books	293	73.4%
Non-fiction books	242	60.7%
Read newspapers and magazines	106	26.6%
To use computers	99	24.8%
Films / DVDs	91	22.8%
Reference information from various sources	86	21.6%
Music	47	11.8%
Torquay Local Studies Library	36	9.0%
Audio books	28	7.0%
Use online databases	25	6.3%

**4. Respondents take part in the following:**

	Number	Percent
Activities for the under 5 yrs	50	58.8%
Reader Group	26	30.6%
Book Club for the Blind and Visually Impaired	9	10.6%
Poetry for Pleasure	8	9.4%
Prime Time Club for Older Adults	5	5.9%
The Red Fox Club	2	2.4%

**5. Respondents prefer to visit the library during:**

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	198	50.6%	141	36.1%	62	15.9%
Tuesday	195	49.9%	135	34.5%	46	11.8%
Wednesday	175	44.8%	129	33.0%	57	14.6%
Thursday	161	41.2%	123	31.5%	51	13.0%
Friday	168	43.0%	128	32.7%	49	12.5%
Saturday	171	43.7%	112	28.6%		

6. Respondents are least likely to visit the library:

	Number	Percent
9am to 10am	160	42.2%
10am to 11am	63	16.6%
11am to 12noon	47	12.4%
12noon to 1pm	51	13.5%
1pm to 2pm	63	16.6%
2pm to 3pm	48	12.7%
3pm to 4pm	71	18.7%
4pm to 5pm	104	27.4%
5pm to 6pm	158	41.7%
6pm to 7pm	213	56.2%

7.

The library must save around a £170K in the next financial year, how would you prefer this to happen?

	Number	Percent
Keep all libraries open and reduce opening hours evenly across all	284	70.1%
Keep all libraries open but on reduced number of days.	72	17.8%
No preference or Neither	49	12.1%
<b>Total</b>	<b>405</b>	<b>100%</b>

8.

Would be prepared to pay for any of the following services:

	Number	Percent
Computers and the internet	161	61.0%
Events and activities for adults	157	59.5%
Events and activities for children and young people	72	27.3%

9.

Would support raising charges on:

	Number	Percent
Lost or damaged items	276	74.2%
Overdue books	233	62.6%
Using the fax machine	203	54.6%
Copying or printing	178	47.8%
Booking rooms	172	46.2%
Replacement library cards	170	45.7%
Using the computers	154	41.4%
Borrowing music or films	144	38.7%
DVDs	137	36.8%

Reserving items	126	33.9%
Recorded music	119	32.0%
Charging for overdue children books	95	25.5%
Music and play sets	90	24.2%
Charging for audio books	73	19.6%
Charging for reserving children books	48	12.9%
Other	11	3.0%

**Please tell us what suggestion(s) you have for raising money through charging**

A joining fee

Basically I would be happy to pay for pretty much anything as long as it was good value for money i.e. Very cheap and definitely less expensive than buying books and CDs or using an internet cafe.

A small charge for borrowing books

A small fee for some items would help.

An occasional raffle (lottery)

Ask for money by direct debit for purchase of books

Assessed reference search - but not for school children

Charge for more services but keep charges reasonable!

Charge for phone reservations etc

Charge for reading magazines

Charge more realistic prices for the books that you sell off. Some of the books are extremely low priced compared to eBay in some cases

Charge realistic prices for non-educational items bearing in mind the cost on the high street. The cost would obviously need to be a bit lower so as to entice customers through the door. Advertise all the services the library supplies more aggressively in the local press, stressing the convenience of the fax and printing facilities.

Charge tourists & foreign students

Charging a yearly amount for a card ever if it's a small amount.

Children's books don't get overdue fines, should be a lesson to them to return things and anyway is parent's responsibility to return them.

Library car park charge for members

Diversify into other community needs and raise revenue that way

Don't give the first hour free on computers

Donation box on doors

For new books

Have a sale of old and unused books hopefully

I think children should not be exempt from charges; they should learn to return books on time like everyone else. Indeed, they have far more time available to go to the library than most working adults.

I think a small charge could be made for children's activities to cover cost of materials

Is it possible to make a small charge for new books or perhaps a charge to extend a 7 day loan

Keep basic library service free, i.e. Books, papers, computers all periphery services to be charged for

Renting space for exhibitions

Request donation of books for lending or sale

Sell local history books and maps

Sliding scale of charges depending on the length of time

Structure tiered charges in line with inflation for members & a higher charging system for non members.

Using the computers for family research

Charge a small entrance fee

**10. Do you have any other suggestions about possible ways to save money or raise income for libraries? Do you have any other ideas for assisting the library service?**

**Pay to use**

£10 annual subscription

50p entrance fee

A scheme where users can pay a fixed monthly fee in lieu of incurring late charges

Have a "gold" membership, charged at an annual rate or monthly by direct debit, which allows you to borrow music for free and never pay over dues, and receive reduced rates for events

I would be happy to pay for time to read the newspaper and mags thank you

Make a small charge for anything that costs the library money.

### **Staffing**

A more active approach recruiting volunteers for library work including the cleaning of the library.

Streamline working hours & increase efficiency in all areas.

Sack some of the bosses we never see, with their feet up in the office

Review the salaries of all council employees and let the people decide what their salary should be. After all council tax payers have no say on the salaries paid.

Avoid cutting staff

Offer redundancies & shorter working weeks for existing staff as most other services/businesses are having to.

### **Charitable fundraising**

Christmas or summer bazaar organised and run by volunteers the charity organisations do well out of these

Activity days to raise money

Get the local people involved in fund raising. People don't mind making cakes / bringing in bits to sell.

### **Voluntary donations**

Accept books donated by the public, thus reduce spending on new ones

An honesty + loyalty box - a charitable option. Regulars + those who love the service would have a facility within the library to leave small donations when they visit the reserve the library fund box.

### **Changes of working practice**



- Run web design courses,
- Advertise more to increase users
- Be more strict on collecting fines.
- Charge for toilet facility
- Become a retail outlet for community equipment for private (out of fair access to care clients within the borough)
- Coffee bar
- Could libraries sell magazines / books by order?
- Invite other groups to use the library such as crafts / knitting / crochet etc + art groups.
- Cut down on the number of books purchased in a year, if this is possible
- Cut down on worthless, puerile magazines. I.e. Heat/ match of the day etc.
- Discontinue library + leisure cards,
- Explore the possibility of providing agency services. Musical evenings? Sutton libraries provided these at their Wallington branch.
- General advertising for local firms.
- Stop buying daily papers or just the more popular ones (if you have to pay for them)
- Open more evenings maybe to encourage workers to use them with events such as readings etc too many services aimed at retired folk - aim libraries more to working people - big promotions & families
- Open later in the mornings. Since it closes Thursday afternoons anyway might as well close the whole day on Thursday.
- Library could be open on a Sunday for more access. Later opening in the mornings. Evenings could be increased as my children do not get home from school until 4:30pm.
- I propose to keep Torquay library open as it is now and to reduce opening hours to other libraries - Torquay library is the hub within the town centre and it is well used by a lot of the people most of the time - it will be a big loss to us ratepayers if
- Hold courses at the library (short) i.e. 11+ tutor, homework clubs, art and craft
- When you do the activities, charge a small fee to participate in it.
- Using a business advertising screen on a wall

Stop duplication of books in one library  
 Emailing reservations instead of posting to save on postage  
 Put films on in the evening, have talks, crafts  
 Hold special events / festivals with a library there guest speakers etc similar to a mini 'ways with words' held at Dartington  
 Perhaps libraries could sell extra items like envelopes, paper, stamps attractive book marks and other small items associated with books etc. In the same way that they now sell greetings cards.

### **Buildings**

Turn the heating down  
 Charge connections and the police more rent for using the library  
 Close Churston  
 Close off / shut down areas not in use, e.g. Upstairs, children's area, to save electric  
 Turn heating down slightly.  
 Find efficient way of distributing books rather than mobile  
 Rent out space to reputable firms, companies and organisations for holding meetings, seminars and selling opportunities.  
 Turn off the lights when not necessary  
 Scrap the mobile library & let branch library's deliver books to house bound people  
 I feel there are cheaper alternative to running a mobile library - after all each town has an easily accessible library.  
 Turn the heating down to save money.  
 I think that you could shorten the opening hours by one hour each morning.  
 Perhaps any unused or under used rooms in libraries could be hired out to small outside organisations who need a small facility with access to members of the public.  
 Possibly reduce / turn off lights in kids section at times  
 Close libraries that have fewer custom  
 I think you should start lowering the hours  
 Have never understood why Churston + Brixham libraries have same 1/2 days inconvenient!

### **Other**

Scale back re-development expenditure & plans for Council buildings.  
 Fewer staff on at the same time  
 Get in touch with labour party to raise the issue in newsletters etc

Libraries are essential to the intellectual and artistic life of any community. Perhaps it would be better to make cuts from areas other than the libraries, such as the salaries, perks and expenses of politicians who probably never look at a book in their lives. A wider range of books in Paignton library. The choice seems to have deteriorated since leaving Courtland Road. Large print books seem to dominate. More travel would be appreciated.

Do not mess with this resource, put up council tax & promote libraries more

Do not penalise pensions or disabled or the young essential services

Further advertising of rooms available for other organisation to use would probably generate more income.

Have more events e.g. Speakers social events

Have workshops maybe afternoon and evenings

How about a weekly draw with the prize value being in books. The weekly winner(s) could choose from a published list of 20 titles chosen by the individual library. A won book could be replaced, or a similar book added to the list of 19 titles for the following week. The winning ticket holder would have two months to claim their prize, after the two months the prize in question would be added to the next available prize list. I didn't know you had play sets. I travel to Exeter to get them from Devon libraries.

In comparison to other areas Torquay is already costly - other libraries do not charge for reserving items

Raising money is not necessary if libraries return to their traditional function which is giving access to books and enlightening music.

Reduced borrowing days

Why not find space for tea / coffee etc

Support from local wealthy businesses & residents in exchange for recognition of their support

The library could charge the bus station for all the replacement bus cards!

1). As above with regard to so-called social networking - we don't have (quite rightly) access to gambling sites or pornographic sites, so why subsidise the activities of facebook etc on the rates? 2). Put up signs telling people to turn their ruddy phone

Computers should not be paid for by council tax. They seem to be mostly used by people sending emails which should not be a library function. They also take up table space previously available for quiet private study. If the council wants email access for everybody then that should not come from library budgets. DVD's and recorded music should also not be subsidised by council tax unless they have educational value, rather than entertainment value.

Invite a cross section of library users to form a steering group to assist budgetary/ future decision making.

## 11. Are you male or female?

	Number	Percent
Male	134	36.0%
Female	238	64.0%
<b>Total</b>	<b>372</b>	<b>100%</b>

12. Which of the following age groups apply to you?

	Number	Percent
0 - 15	3	0.8%
16 - 24	17	4.4%
25 - 34	36	9.4%
35 - 44	54	14.1%
45 - 54	40	10.4%
55 - 64	89	23.2%
65 - 74	96	25.0%
75+	49	12.8%
<b>Total</b>	<b>384</b>	<b>100.0%</b>

13. Working Status

	Number	Percent
Working full-time	56	14.7%
Working part-time	63	16.5%
Retired	177	46.3%
Unemployed	25	6.5%
Training / Education	14	3.7%
Looking after the home	18	4.7%
Permanently sick or disabled	16	4.2%
Doing something else	13	3.4%
<b>Total</b>	<b>382</b>	<b>100%</b>

14. Do you consider yourself to be disabled in any way?

	Number	Percent
Yes	43	13.4%
No	279	86.6%
<b>Total</b>	<b>322</b>	<b>100%</b>

Type of disability

	Number	Percent
It affects my mobility	39	72.2%
It affects my hearing	19	35.2%
It affects my vision	9	16.7%
It affects me in another way	14	25.9%

## **Budget Proposals 2012/13: Major Decision: Business Unit : Resident and Visitor Services (Libraries – High Level) Updated**

### **Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Sue Cheriton

**Position:** Executive Head Resident and Visitor Services

**Business Unit:** Resident and Visitor Services

**Department:** Library Service

**Date:** 31 uary 2012

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Reduction of Library Services – opening hours and service provision		170	There are some vacant post which will be deleted but redundancies are expected : it is estimated this could be around 6 FTE's – estimated cost of up to £100k for redundancy and pension payments	04/2012	<ul style="list-style-type: none"> <li>• Potential risks</li> <li>• Impact on community</li> <li>• Knock on impact to other agencies</li> <li>• Adverse public reaction to reduced opening hours</li> <li>• Risk of legal challenge as now case law set on Library 1964 Act this year at other Council's</li> <li>• Reduced demand due to reduced hours</li> <li>• Groups including the voluntary sector may be affected by reduced operational times</li> <li>• If closure between Christmas and New Year is agreed staff will be affected as they would be required to take annual leave</li> </ul>			X

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Stage 1: Purpose of the proposal

NC3	Question	Details
170	Clearly set out the purpose of the proposal	<p><b>Reduction of Library Services – opening hours and service provision.</b>  Details of the proposals are attached in the Libraries Saving Proposals report Appendix 5. It was originally intended that opening hours across the 4 libraries would be reduced by 37 hours, following the consultation and analysis of footfall figures, this proposal has now been amended and the reduction will be 30 hours. The proposals have been amended, taking on board suggestions from the consultation with regards to alternative suggestions and ideas for income generation.  Reductions have to be made to this service and the proposal is to reduce the opening hours by 30 hours across the Library Service provision. This proposal will affect library service users, however, evidence has been gathered and analysed to ensure a minimal impact. Changes to opening hours have been proposed at the times when the library is least utilised.  To minimise the impact on users by any reduction in service by identifying the least popular times and ensure the maximum level of service can continue to be provided within the revised budget allocations.</p>
171.	Who is this proposal likely to affect?	
172.	What is the intended outcome?	

No	Question	Details																								
173.	Have you considered the available evidence?	<p>Locally – extensive consultation is taking place to identify the current uses of the library, when the facilities are used and the level of usage across the current opening times. This evidence will be used to reduce the service by 30 hours across all service areas – based on demand and best use of resources.</p> <p><b>General Data</b></p> <ul style="list-style-type: none"> <li>• There are 4 libraries within Torbay – Torquay, Paignton, Brixham, Churston as well as mobile library provision.</li> <li>• All libraries at present are open 6 days a week including half day opening and late night provision. The links below outline library opening times. <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/torquaylibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/torquaylibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/paigntonlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/paigntonlibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/brixhamlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/brixhamlibrary.htm</a></li> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/churstonlibrary.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations/churstonlibrary.htm</a></li> </ul> </li> <li>• Torbay Mobile Library Service - There is a mix of fortnightly and weekly stops covering all of Torbay. Link provides the mobile library schedule for a specified postcode area – <ul style="list-style-type: none"> <li>○ <a href="http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations.htm">http://www.torbay.gov.uk/index/yourservices/libraries/librarylocations.htm</a></li> </ul> </li> <li>• All four static libraries can be accessed on the main bus route (number 12) around Torbay. In addition to this all static libraries are in close proximity to car parks.</li> </ul> <p><b>Footfall data</b></p> <p>Footfall data for 2011/12 up to December 2011 is as follows:</p> <table border="1" data-bbox="932 607 1171 1881"> <thead> <tr> <th></th> <th>Items issued</th> <th>Visitors</th> <th>Enquiries</th> </tr> </thead> <tbody> <tr> <td>Brixham</td> <td>64,847</td> <td>78,440</td> <td>17,275</td> </tr> <tr> <td>Churston</td> <td>76,833</td> <td>46,869</td> <td>10,113</td> </tr> <tr> <td>Mobile Library</td> <td>24,071</td> <td>8,195</td> <td>1,985</td> </tr> <tr> <td>Paignton</td> <td>205,556</td> <td>233,562</td> <td>31,346</td> </tr> <tr> <td>Torquay</td> <td>182,371</td> <td>178,237</td> <td>57,585</td> </tr> </tbody> </table> <p><b>Benchmarking – Unitary comparisons (Appendix 1)</b></p> <ul style="list-style-type: none"> <li>• Benchmarking based on service points open to the public as at 31<sup>st</sup> March 2011 (Cipfa Stats)</li> <li>• Population by Service Point – Torbay has a 26,860 population per service point (service points open to the public as at 31<sup>st</sup> March 2011)</li> </ul>		Items issued	Visitors	Enquiries	Brixham	64,847	78,440	17,275	Churston	76,833	46,869	10,113	Mobile Library	24,071	8,195	1,985	Paignton	205,556	233,562	31,346	Torquay	182,371	178,237	57,585
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		<p>where services are open for more than 10 hours or more per week including mobile libraries). Torbay's population = 134,300</p> <ul style="list-style-type: none"> <li>• This compares to <ul style="list-style-type: none"> <li>▪ Poole - population by service point = 14,210 Total Population = 142,100</li> <li>▪ Southend-on-Sea - population by service point = 23,614 Total Population = 165,300</li> <li>▪ Bournemouth - population by service point = 14,008 Total Population = 168,100</li> </ul> </li> <li>• Mobile libraries – average hours of opening per week – Torbay performs within the middle quartile with, on average, mobile library provision available for 22 hours. The top performer for all unitary authorities was Southampton.</li> </ul> <p><i>Please note: Cipfa Stats are a like for like comparison on opening hours and access points as at March 2011. They are not representative of changes made from April 2011, following the Comprehensive Spending Review announcements. In addition to this, the Cipfa stats are based on numbers of libraries and not the size or quality of those services.</i></p> <p>Consultation has taken place in the following ways: -</p> <ul style="list-style-type: none"> <li>• Through presenting to user groups and Friend of Library Groups.</li> <li>• By individual questionnaire on line and distributed through the library service points.</li> <li>• A wider general public 'budget consultation' has taken place.</li> </ul>
174	<p><b>How have you consulted on the proposal?</b></p>	<ul style="list-style-type: none"> <li>• User groups and Friend Groups have been consulted.</li> <li>• General public who use libraries via questionnaires.</li> </ul>
175	<p><b>How many people responded?</b></p>	<ul style="list-style-type: none"> <li>• Two letters of objection from the Friends of Library Groups have been received (please refer to appendix 2)</li> <li>• Approx. 2400 questionnaires have been received by individuals on the proposed reduction in service for the Libraries.</li> </ul>
176.	<p><b>Outline the key findings?</b></p>	<p>Awaiting detailed final analysis.</p> <p><b>Preliminary Findings</b> Responses from Questionnaires</p> <ul style="list-style-type: none"> <li>• 31% of respondents reported their main library was Torquay, while a further 30% reported their main library was Churston, 15% Paignton and 13% Brixham. We did receive a particularly high response rate from people whose main library was Torquay and Churston</li> <li>• The most popular activities that respondents took part in was those for the under 5s – although only 9% of respondents said they utilised this service.</li> </ul>

No	Question	Details																														
		<ul style="list-style-type: none"> <li>Between 42% and 45% of respondents use their library in the morning, between 26% and 36% use their library in the afternoon and 11% to 14% use their library in the evening. The most popular time to visit the library was a Monday morning (45.4%), while the least popular time was a Tuesday evening (11.2%).</li> <li>Respondents said they were least likely to use the library between the hours of 9am and 10am (39.3%) and from 5pm onwards.</li> <li>There was support for keeping all libraries open and reducing opening hours evenly across all (69.5%).</li> <li>There was support for raising charges on lost/damaged books (63.7%), Overdue books (58.2%), using the fax machine (48.8%) and for copying and printing (48.1%).</li> </ul> <p><b>Public Meetings:</b></p> <p><u>The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?</u></p> <table border="1" data-bbox="598 560 790 1881"> <thead> <tr> <th colspan="2">Reduce the number of libraries</th> <th colspan="2">Keep all libraries open but on reduced number of days</th> <th colspan="2">Keep all libraries open and reduce opening hours evenly across all</th> </tr> <tr> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>14</td> <td>25%</td> <td>12</td> <td>22%</td> <td>29</td> <td>53%</td> </tr> </tbody> </table> <p>In light of the analysis of consultation and footfall figures the proposed reduction in opening hours has reduced from 37 hours to 30 hours and the proposals for opening times are set out below.</p> <p><b><u>Changes in Times at Brixham – reduce by 7 hours</u></b></p> <p><b>Brixham Current (41 hours)</b></p> <table border="1" data-bbox="1236 705 1316 1881"> <thead> <tr> <th>Monday</th> <th>Tuesday</th> <th>Wednesday</th> <th>Thursday</th> <th>Friday</th> <th>Saturday</th> </tr> </thead> <tbody> <tr> <td>9.30 – 5.00</td> <td>9.30 – 7.00</td> <td>9.30 – 1.00</td> <td>9.30 – 5.00</td> <td>9.30 – 7.00</td> <td>9.30 – 1.00</td> </tr> </tbody> </table>	Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all		Count	%	Count	%	Count	%	14	25%	12	22%	29	53%	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	9.30 – 5.00	9.30 – 7.00	9.30 – 1.00	9.30 – 5.00	9.30 – 7.00	9.30 – 1.00
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177.	<p><b>What amendments may be required as a result of the consultation?</b></p>																															

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178.	<b>How will the results be published?</b>																																					

Stage 3: Impact Assessment

		Details	
No	Question	Positive Impact	Negative Impact
179.	Identify the potential positive and negative impacts on specific groups		
	All groups in society generally	<ul style="list-style-type: none"> <li>A comprehensive library service, as per the Public Libraries and Museums Act, will still be maintained. The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Potential implications for voluntary sector groups who traditionally use the library for drop in sessions.</li> <li>Provision of services for vulnerable people could be at risk.</li> <li>Reduced access to services</li> </ul>
	Older or younger people	N/A	<ul style="list-style-type: none"> <li>Need to consider users of libraries for uses not identified in the questionnaire – somewhere to go for meeting people, use as a place to keep warm etc. This may impact on the elderly particularly.</li> <li>Uses of the library by under 5's with parents – 9.2% who responded to 'taking part in activities' participated in under 5 activities.</li> <li>Need to consider potential impact if any of the libraries were to close on a Thursday morning which may impact the elderly and those of pensionable age collecting pensions at that time.</li> <li>Likewise, consideration into the potential impact if libraries are closed around school hours that may impact access to study material for young people.</li> </ul>
	People with caring responsibilities	N/A	<ul style="list-style-type: none"> <li>Consideration needs to be given to any potential impact of reducing the mobile library provision throughout Torbay on vulnerable people, specifically those people who are unable to leave their home and rely on carers.</li> </ul>
	People with a disability	N/A	<ul style="list-style-type: none"> <li>1.1% of those responded took part in Blind or Visually Impaired activities. This will be considered in determining final proposals.</li> </ul>
	Women or men	N/A	<ul style="list-style-type: none"> <li>Uses of the library by under 5's with parents – 9.2% who responded to 'taking part in activities' participated in under 5 activities.</li> </ul>

No	Question	Details
	People who are black or from a minority ethnic background (BME)	N/A
	People who are lesbian, gay or bisexual	N/A
	People who are transgendered	N/A
	People with particular religion or belief / no belief	N/A
	People who are in a marriage or civil partnership	N/A
	Women who are pregnant / on maternity leave	N/A
	Socio-economic considerations.	<ul style="list-style-type: none"> <li>Libraries provide access to books, reading material, ICT resources and other groups and sources of information for those individuals that cannot afford to purchase their own – this will be taken into account when determining final proposals.</li> </ul>
180.	<b>What are the impacts of your proposals to other agencies?</b>	Potential implications for voluntary sector groups who traditionally use the library for drop in sessions. Potential reductions in opening hours for Paignton and Brixham libraries could impact upon partners and other service providers that use the same buildings.
181.	<b>Does your proposal link to other decisions you are making?</b>	N/A
182.	<b>Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?</b>	The least impact possible to the Torbay community will be considered in how to reduce library opening hours and service provision. Specifically consideration will be given to single mothers, children, elderly, and the disabled.

**Stage 4: Course of Action**

No	Action	Details
183.	<b>State a course of action</b>	<p><b>Outcome 2: Adjustments to remove barriers</b> – Action to remove the barriers identified or to better promote equality.</p> <p>There is potential for negative impact on vulnerable groups as outlined in Q10 depending on the specific proposals put forward as to how the 37 hours reduction will be achieved. Following the analysis of the full consultation results and footfall figures amendments have been made to the proposal as outlined throughout this assessment.</p>
184.	<b>Identify any plans to alleviate any negative impacts</b>	See Q14 above.

**Stage 5: Monitoring**

No	Action	Details
185.	<b>Outline plans to monitor the actual impact of proposals</b>	<p>Monitoring will include: -</p> <ul style="list-style-type: none"> <li>▪ Footfall to libraries;</li> <li>▪ Use of libraries by groups, session take up;</li> <li>▪ Customer feedback.</li> </ul>

*Notes:*

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

### Action plan / mitigating actions

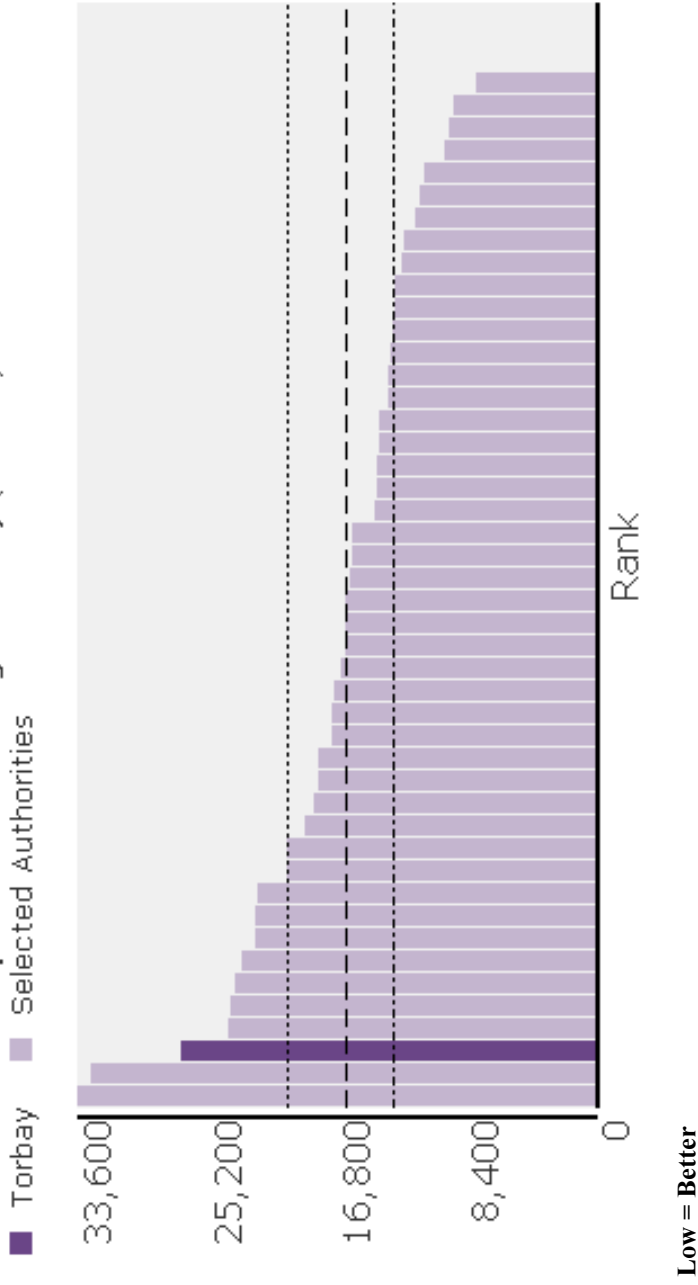
Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Full consultation results	<ul style="list-style-type: none"> <li>▪ Comprehensive consultation results from libraries questionnaire.</li> <li>▪ Feed into determining specific detail of proposal.</li> </ul>	Business Services (consultation results)	COMPLETED 20 <sup>th</sup> January 2012
2	Staff consultation process	<ul style="list-style-type: none"> <li>▪ In line with HR policy – staff consultation required on</li> </ul>	Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
3	Full implementation of proposal		Sue Cheriton (with HR Change Lead)	31 <sup>st</sup> March 2012
4				
5				
6				



**Benchmarking – Unitary Authority Comparisons [Source: Cipfa Stats]**

**Service Points Open to the Public at 31 March 2011 - Population per Service Point (open 10 hours or more per week including Mobiles) (Number)**



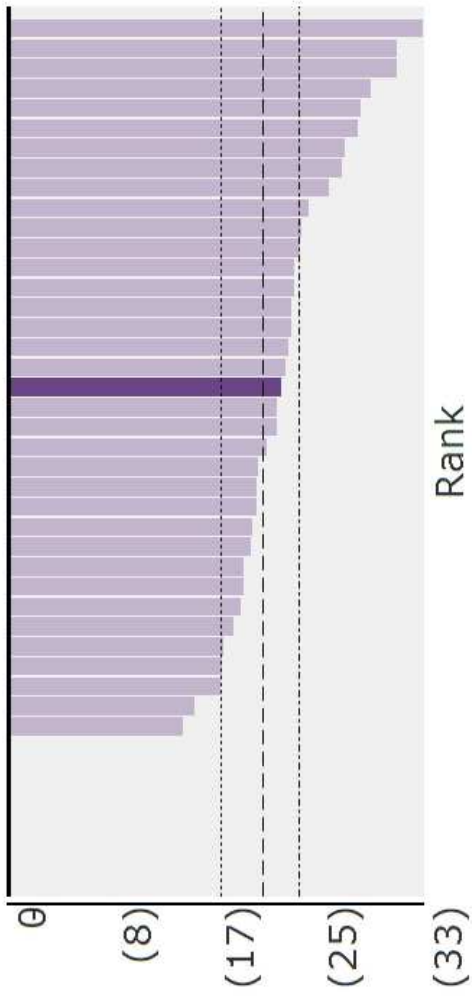
**Comparisons with Unitary authorities with a similar profile in terms of population size within a small area (hectares)**

	Area (hectare)	Population	Population per Service Point
Torbay	6362.4	134,300	26,860
Southend-on-Sea	5581.68	165,300	23,614
Poole	6827.89	142,100	14,210
Bournemouth	4673.88	168,100	14,008

**Service Points Open to the Public at 31 March 2011: Mobile Libraries**

**- Average Hours of Opening per Week (Number)**

■ Torbay ■ Selected Authorities



**Letters of Objections**

Friends of Brixham library  
xxxxxxx  
xxxxxxx  
xxxxxx  
xxxxxxx  
xxxxxxx

Dear XXXXXXXX,

**Re: Closure or reduction of library services in Torbay**

Following a briefing on the financial challenges faced by Torbay Council, and a proposed funding cut that amounts to 10% of the library budget for 2011-12, the Friends of Brixham Library met to consider an appropriate response. We understand that a successful way forward for the Bay can only be achieved by partnership between the Council Services and local communities. We hope that this will increase opportunities to use the library more rather than less.

The Library Services have already established this model and are supported by a growing membership of 'Friends'. These groups already work together and network with other community/charitable organisations in Torbay.

Our members represent the broad spectrum of library users who access the wide-range of services provided within branches, mobiles and outreach activities. Access to libraries builds a community which is culturally enriched, economically sustainable, and educationally enabled. Reductions to the Library Service would threaten the very aims of the Council which are listed in its Library Service policy statements as:

- ICT as a key enabler for accessing current information and interactive services for all sections of the public. The ICT strategy leads in the pursuit of local, regional and national objectives.
- The Inclusion Services unit aims to provide and develop library services to elderly, disadvantaged and socially excluded people.
- Promoting a policy of equal opportunities for disabled customers and staff. Aiming to create an environment which enables full participation in the service.
- Reference and Information Service assists with enquiries through the provision of a broad range of relevant and up-to-date print and non-print resources, delivered by knowledgeable and well-trained staff.
- Local studies service assists enquiries through the provision of a wide range of resources reflecting the history of, primarily, Torbay, but also Devon.
- To foster and nurture a love of books and reading that will remain with children and young people throughout their lives so that they will view the library as a resource to support lifelong learning and reading for pleasure.
- To purchase stock supporting learning, providing inspiration and enjoyment and promoting reading and developing literacy.

We celebrate the advantages to our community of a vibrant library service that currently meets these policies. Library services remain at the forefront of personal growth for the whole community; providing books, library events, internet access, DVDs and CDs for cultural stimuli. Many library users, especially from economically disadvantaged groups, use the libraries for internet access - especially for making job applications. Reducing this service will impact on the ability of these groups to obtain employment and thus undermines economic sustainability of the Torbay economy.

The skills and achievement of frontline staff and the professional librarians in serving the needs of all library users should not be under estimated. They help provide freely available information on anything for anyone, plus guidance to those lost in the maze of information.

The service reaches out, inclusively, to all members of our community, especially disabled, elderly, babies, unsupported single mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways. It generates confidence in the use of new information skills and provides relaxation and mental stimulation. The buildings are accessible to all.

Our Friends' network may be relatively new but we have a loyal membership, with libraries playing a key part in their lives. We are concerned that Torbay Council may not recognise the impact of major reductions on the quality of the cultural and educational development of our community. We are unanimous in our belief that reducing the number of library branches opening hours, mobile service, or staffing levels any further will not give a sustainable service fit for the future of Torbay.

We would ask you to consider new ways of providing a Library service fit for the 21<sup>st</sup> century which offers more choice and increased activities rather than reductions that will ultimately make the service non-viable. The Brixham Friends have been asked to consider new ways of increasing access and generating revenue and to bring ideas for discussion to our next meeting on January 10th. We will then share them with Officers and Councillors.

Yours sincerely,

xxxxxxxxxx

xxxxxxx

xxxxxxxxxx

xxxxxxxxxx

Tel: xxxxxxxxxxxx

I am emailing you to express my extreme concern about the proposed cuts to Torbay Library service budget. I sympathise with the fact that cuts must be made, but I am outraged that the proposed amount of £170,000 represents a disproportionate percentage of what is one of the smaller council budgets. The amount of public outcry there has already been in Torbay re this proposal signifies the strength of people's feelings about any proposed cuts to this service.

The British free public library service was the first in the world and has remained a shining example of enlightened, inclusive and accessible access to information and literature for human beings from the cradle to the grave. For over 150 years, through every change of political party and government, Britain's public library service has

made an essential and unique contribution to the social, educational, cultural and economic well-being of local communities and individuals throughout the country. Are we now come to a point where we will render this enormous benefit unavailable to vast swathes of the public? Could this be called progress? No! What a retrograde step this would surely be!

I am a prime example of the immeasurable value of the public library service. It has completely shaped my whole life. I come from a large and very poor family from which no-one before me had ever stayed in education past the age of 15. In our house we had only 3 or 4 books. At about the age of 6 my parents enrolled me at our small branch library in Crayford Kent because they thought I was learning to read very well. From the first moment I understood that here were books that I could take home FREE whenever I wanted to, it was difficult to keep me away. By the time I was 10 I had read every fiction and non-fiction book in the children's library in Crayford, so I used to walk all the way to the next town, where there was a bigger library. It was my favourite place. Once I was at secondary school I went most evenings to do my homework there, to get away from the noise and bustle of the household. It was a safe, quiet haven.

No-one on either side of my family had ever gained any form of academic qualification. From that background I went on to gain 10 O Levels, 4 A Levels, a university degree in Latin and two post-graduate diplomas. How likely would I have been to do any of that- a girl from a very poor, working class background - if I had not had access to those public libraries? Virtually none I suspect. That is just one story of one individual. How is it possible to begin to measure or quantify how much benefit a free library service bestows? Is anyone able to collect those stories and measure them? Will our young people in Torbay today be able to tell such a story when they are 50?

Time and again throughout the ensuing years I have happened upon non-fiction books in libraries that have literally changed my life in some way- that is no exaggeration. The power of that cannot be quantified.

The libraries in Torbay are outstanding. Having moved here four years ago from Kent, I was delighted to find them such wonderful, helpful and efficient places. They continue to enrich my life on a weekly basis- providing free education, relaxation and information. For example in my branch in Brixham I asked if any information existed about the building of the estate I now live on. An article from an obscure 30 year old magazine was identified and a couple of weeks later, it had been ordered from the British Library and was in my hand!

Please bear all of this in mind when you are deliberating re the library budget on Friday and please oppose this ridiculously high level of proposed cuts, from which the service would certainly never recover.

XXX XXX XXXXXXXX XX XXXXX XXXX XXXXX XXXXXXXX XXX XXX

#### APPENDIX

#### **Feedback from Friends to date:**

#### **Library services:**

Membership cards - consider the creation of an annual membership with an annual charge e.g. £25.00 for any 2 AV items borrowed at any one time with no limit on the number of items borrowed over the course of a year.

Free DVD after every 20 books borrowed.

Provide a direct DVD to customers either by delivery or via the post with an extra annual subscription charge for this service as a local alternative to Love.Film.com

Increase fines BUT avoid overdue charges by:

- Use of drop boxes in libraries and at other sites
- Longer opening hours
- On-line renewals
- E-mail notifications / txt / automated telephone call reminders

Reservations: Keep costs of reservations made for Torbay Library stock down but make increases in charges for Inter-Library Loans e.g. £2.50 per item (Items borrowed from BL costs approaching £10.00 per item and from other regions via Conarls estimated at about £5.50 per item). Suggest introduction of annual user subscription of £35.00+ for ILL's with no further charge. If items borrowed from outside UK charge appropriately e.g. £10.00 per item.

Reading Groups - charge 50p per book borrowed in a collection.

Personal searches - introduce a charge for any personal search taking over 30 minutes at e.g. £25.00 an hour.

Radio masts - investigate how libraries could be used to help enhance broadband coverage in vicinity of local libraries.

Set up an "housebound" service in Torbay Libraries using volunteers from among library members who could be matched with a housebound person and could choose items for them and deliver them/return them. This would increase borrowing figures.

Improve short term parking: Any scope to link with the Royal Mail, do the police need their spaces?

Improve the outside appearance of the library building - pull the blinds back when it is open, put bright coloured info boards on the outside, have flowers in window boxes.

Less backroom staff - investigate DCC running Bibliographical Services

Saturday enhancement - How many staff used? If they only work on a Saturday do not pay enhancement. In future new staff should not be paid the time and a half rate.

Employ shelvers at a lower rate of pay

Is the meetings room paying for itself? Increased footfall by putting IT in workroom and workroom in meetings room

Better use could be made of the space, including the ledge for art displays

Torbay Council should have a webpage for each Friends group or a link to their pages

Develop links with Doctors to encourage reading as a way of keeping well - book lists needed. Funding could come from Health

### **Income Generation**

Creation of library shops with use of sale or return deals with suppliers. Sell Cards 4 Christmas as another income stream.

Drinks vending machines: many Library Authorities hire these but more realistic to buy rather than rent with aim of making money within one year.

Would the meeting room make more money as a coffee shop with (donated?) homemade cakes on sale on Fridays?

Improve 'book sale' to make greater profit

Charge for display of tourist information

Act as shop window for local bookshop partners - no real bookshop in Bxm  
Promote libraries to other organisations who will pay to use the premises outside core library hours  
Art in Libraries - adopt a strategy of encouraging local art and crafts to display in local libraries taking 20-35% commission on each sale. (Cornwall take 35% commission). Ensure all events are on Creative Torbay  
Advertising on plasma / LCD screens use this as a vehicle to raise income as well as advertising local and library events and promotions etc. e.g. High Wycombe Library Bucks.  
Specialist Collection - make information / photographs available for sale on DVDs.  
Charge for Family History/local history studies etc  
Legacy Funding - make Torbay residents aware that this facility can be made use of.  
Reach out to tourists to bring them in to spend their disposable income via a WI style market? Local producers sell in the library and pay commission/table fee.  
Would also attract locals.

### **Friends support**

Offer free coffee in the actual library, so people drink and socialise, discuss and borrow books. Time them to coincide with all 7-day book and DVD loans being extended to 3 weeks and encourage everyone who comes to the coffee morning to join the Friends.  
Arrange a "promote the library" day - cover the outside with balloons and give information about what the library offers to people outside/around town, plus guided tour of the facilities, free coffee.  
Start a film club in the library.  
Develop art installations that involve users.  
Offer variable timings for Friends activities to include Saturday mornings and some evenings (with wine included in the ticket price). Whatever takes place should promote the library with a range of activities organised by members, not just the committee. These activities should be in the main part of the library not shut away on the dark, little upstairs room which does not encourage people to come in. Offer raffle and a book stall in the main area.  
Bookcases on wheels would allow easy opening up of the children's area for meetings  
Coach trips that have a link to the library stock  
Market research needed to find out when is the best time/days for events etc. Ensure all events are on Creative Torbay  
Promote David James postcard project via volunteers scanning then joining friends. Contact Bxm News and College to try to get some youngsters involved.  
Develop links with Doctors to encourage reading as a way of keeping well - book lists needed. Funding could come from Health  
Reading group specifically designed for those who do not read - use quick reads  
Help OAP's write their life story and create into a local history book and build story telling skills  
Promote activities that tie into specific events such as World Book Night  
Request Churston, Paignton and Torquay Friends Groups send us a copy of their 2011 programmes so we could see what they've been doing and what has worked well.  
Link to BATS for publicity via their website/ Saturday morning coffee lounge at folk nights.  
Link to the EDGE to reach young people and other voluntary groups.

Put together a programme (plus an interests questionnaire) and promote it in the library with a rota of Friends on hand to chat throughout the week. Lottery and other charitable monies - Friends to apply for funding that libraries can't apply for e.g. Reading Garden at Churston Library. Use of scrapstore for cheap purchase of materials for craft events for children

Dear xxxxxxxx,

Thank you for your email of 2nd December which will be considered in the formal consultation currently taking place on reductions in the library service.

The Council has to save £11m over the next three years and this is a significant amount for an authority of our size. We are doing everything possible to minimise the impact on our front line services whilst trying to reach this challenging target.

The process will be that the Mayor will table his initial draft budget on 6th December. There will then be a period of consultation and challenge where there will be a further opportunity for you and others to make your case directly to the Overview and Scrutiny panel. The consultation responses such as yours on the library service and the usage data will feed into any proposals, we as the service put forward to meet our target.

I will keep you informed of the timetable of Overview and Scrutiny Meetings where you can make further representations on the budget proposals.

I thank you for taking the time to respond on the consultation and will ensure this is fed into the ongoing process.

Kind Regards

Sue Cheriton

Dear Ms Cheriton

**Re: Consultation on Budget Review 2012/13**

**Response from the Friends of Paignton Library and the Mobile Library services**

Following your briefing on the financial challenges faced by Torbay Council, the Friends of Paignton Library (including the Mobile Library Service) met with the other Friends groups to consider an appropriate response.

We understand the Council has prioritised the need to foster partnership working with local communities as the way forward for the Bay.

As active library users ourselves we celebrate the advantages to our community of a vibrant library service across the whole Bay. The library services in Torbay support numerous individuals and groups to improve the quality of their lives and work. The Friends would like to make sure the Council is aware of:

- the knowledge of professional librarians applying evidence and research to the needs of the communities they serve
- the patience and experience of front of house staff members



- the provision of freely available information on anything for anyone
- the value of guidance given to those lost in the maze of information whether for job seeking or personal interest
- the amount of activity which involves reaching out to encourage reading and use of information for all members of our community. This includes those who are disabled, elderly, babies and their mothers, grandparents, carers, those seeking personal development and those following unusual educational pathways
- the welcome given to holiday makers away from their own library service
- new confidence in using computers and the internet given to older people, as a direct result of library services courses
- a happier community enjoying their reading.

Reduction of funding to the library service will inevitably undermine this excellence at a time when we need these services the most. We were shocked that the consultation road-show did not give any option other than cuts to the service.

To be specific about Paignton Library and its Mobile service we are especially concerned that you may consider a reduction in opening hours as an "easy" option. Please be assured that this will cause chaos. Paignton front-desk is for all services in the building. The library staff are already filling the gaps left by staff reductions in other services. It would be impossible to reduce the opening hours of one service only. A muddle and stress would be the only outcome.

We are unanimous in our belief that reducing the number of library branches, or mobile service, or staffing levels any further will not ensure a sustainable service fit for the future of Torbay.

Yours sincerely

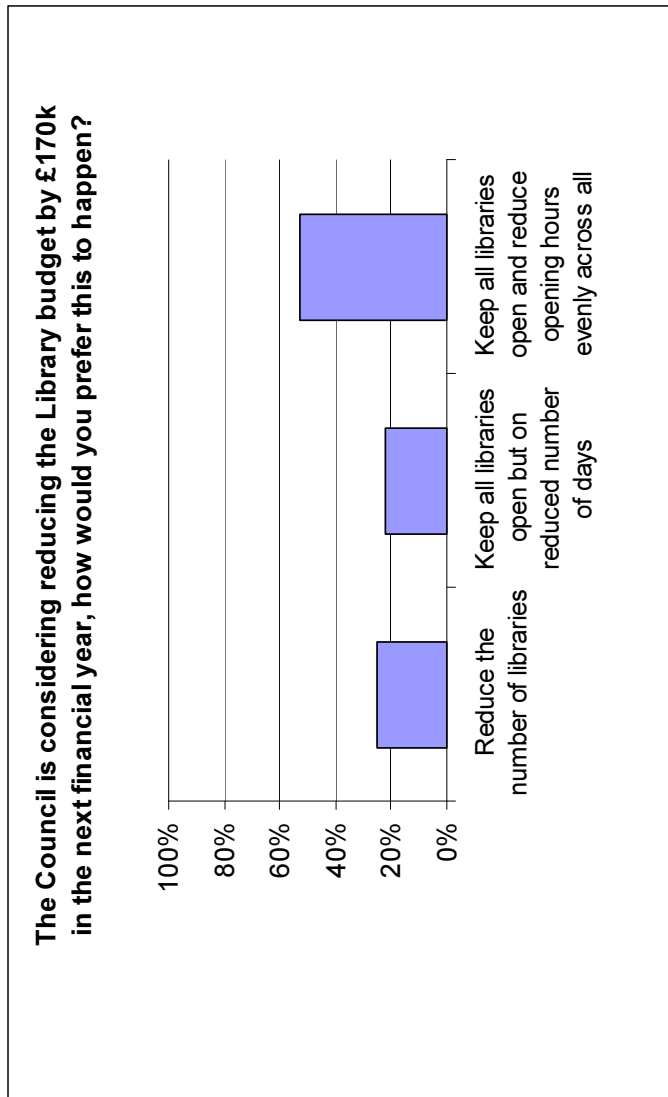
xxxxxxx

PP Friends of Paignton Library

**Results from general budget consultation**

The Council is considering reducing the Library budget by £170k in the next financial year, how would you prefer this to happen?

Venue	Reduce the number of libraries		Keep all libraries open but on reduced number of days		Keep all libraries open and reduce opening hours evenly across all	
	Count	%	Count	%	Count	%
Westlands	2	18%	4	36%	5	45%
T.C.C	5	26%	3	16%	11	58%
Paignton	5	25%	4	20%	11	55%
Dunboyne	2	40%	1	20%	2	40%
<b>Total</b>	<b>14</b>	<b>25%</b>	<b>12</b>	<b>22%</b>	<b>29</b>	<b>53%</b>



**Library Budget Questionnaire  
Final Report  
19 January 2012  
Results**

<b>Number of questionnaires returned</b>	
<b>Total</b>	<b>2,416</b>



1. Respondents use libraries at least:

	Number	Percent
Every day	131	5.4%
At least once a week	1,100	45.5%
Every 2 - 3 weeks	876	36.3%
Every month	180	7.5%
A few times a year	86	3.6%
Less often	18	0.7%
Never	4	0.2%
Blank/No Answer	21	0.9%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

2. Which library(ies) do you use?

The following libraries are used by (includes main libraries):

	Number	Percent
Torquay	1,098	45.4%
Churston	1,062	44.0%
Paignton	1,008	41.7%
Brixham	613	25.4%
Mobile library	77	3.2%

The main library used by respondents is:

	Number	Percent
Torquay	749	31.0%

Churston	738	30.5%
Paignton	366	15.1%
Brixham	314	13.0%
Mobile Library	26	1.1%
Blank/No Main Library	223	9.2%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

**3. Reasons respondents visit the library:**

	Number	Percent
Fiction books	1,858	76.9%
Non-fiction books	1,530	63.3%
Films / DVDs	573	23.7%
Read newspapers and magazines	515	21.3%
Reference information from various sources	476	19.7%
To use computers	473	19.6%
Music	290	12.0%
Audio books	189	7.8%
Torquay Local Studies Library	165	6.8%
Use online databases	129	5.3%

**4. Respondents take part in the following:**

	Number	Percent
Activities for the under 5 yrs	222	9.2%
Library Friends' Group	186	7.7%
Reader Groups	96	4.0%
Poetry for Pleasure	36	1.5%
Prime Time Club for Older Adults	34	1.4%
Book Club for the Blind and Visually Impaired	26	1.1%
The Red Fox Club	15	0.6%

**5. Respondents prefer to visit the library during:**

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	1,097	45.4%	865	35.8%	325	13.5%
Tuesday	1,032	42.7%	821	34.0%	271	11.2%
Wednesday	1,026	42.5%	758	31.4%	279	11.5%
Thursday	1,020	42.2%	796	32.9%	355	14.7%
Friday	1,052	43.5%	871	36.1%	305	12.6%
Saturday	1,056	43.7%	633	26.2%		

Please refer to Appendix A for a breakdown by library

**6. Respondents are least likely to visit the library:**

	Number	Percent
9am to 10am	950	39.3%
10am to 11am	400	16.6%
11am to 12noon	278	11.5%
12noon to 1pm	384	15.9%
1pm to 2pm	405	16.8%
2pm to 3pm	315	13.0%
3pm to 4pm	399	16.5%
4pm to 5pm	592	24.5%
5pm to 6pm	1,007	41.7%
6pm to 7pm	1,331	55.1%

Please refer to Appendix B for a breakdown by Library

7. **The library must save around a £170K in the next financial year, how would you prefer this to happen?**

	Number	Percent
Keep all libraries open and reduce opening hours evenly across all	1,680	69.5%
Keep all libraries open but on reduced number of days.	496	20.5%
No preference or Neither	240	9.9%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

8. **Would be prepared to pay for any of the following services:**

	Number	Percent
Events and activities for adults	966	40.0%
Computers and the internet	902	37.3%
Events and activities for children and young people	457	18.9%

9. **a) Would support raising charges on:**

	Number	Percent
Lost or damaged items	1539	63.7%
Overdue books	1405	58.2%
Using the fax machine	1178	48.8%
Copying or printing	1161	48.1%
Booking rooms	978	40.5%
Replacement library cards	933	38.6%
Using the computers	927	38.4%
Borrowing music or films	927	38.4%
DVDs	808	33.4%
Reserving items	774	32.0%
Recorded music	679	28.1%
Charging for overdue children books	598	24.8%
Music and play sets	502	20.8%
Charging for audio books	389	16.1%
Charging for reserving children books	301	12.5%
Other	73	3.0%



**b) Please tell us what suggestion(s) you have for raising money through charging. Ten most common themes with examples:**

**1) Increase / Introduce Charges (Specific Areas) - 95 mentions**

I think the core service of lending books/audio books and reading material in library should remain free. All other services including child's groups should be chargeable

A rise in charges for late returns is good.

Increase average charges for books/dvd's/cd's

**2) Membership / Annual Charge - 54 mentions**

A small charge annually for everyone with a library ticket £5 would be appropriate.

You could charge a small fee to join the library

Nominal annual charge to belong to the library

**3) Events / Activities - 50 mentions**

Authors events and Creative writing classes

Provide coffee mornings as a revenue generator

I think you should charge for events - especially children's events (as they are more frequent).

**4) Facilities / Hire / Café - 45 mentions**

Serve tea or coffee in the morning in separate area of the library

Sell stationary etc and more cards

increase retailing re-organise the space to create a downstairs room which could be equipped & hired out for meetings.

**5) Pay to borrow books - 44 mentions**

Small charge for books say 50p

If someone wants to borrow more than their allowed number of books, they can pay a small fee to be allowed to borrow more (per item)

is it possible to make a small charge for new books or perhaps a charge to extend a 7 day loan

**6) Increase charges in all areas - 23 mentions**

A sliding scale of fees for room rentals by external organisations. Basically I would be happy to pay for pretty much anything as long as it was good value for money i.e. very cheap and definitely less expensive than buying books and CDs or using an internet cafe. Restrict free internet use to 1hr per person per day, after that they have to pay a small charge. Small increase on charging across the board.

I suggest that library users would be happier to see small increases in charges across a number of services than to see large increases in charges in just a few services. there is always a risk that increased charges deter people from using a service at all.

#### **7) Book sales - 22 mentions**

Books etc not used for lending should be sold off

Selling books to the public

When you have book sales your prices are very cheap, they could easily be doubled.

#### **8) Donations / Fundraising - 20 mentions**

Donation box

How about a weekly draw with the prize value being in books.

the public could donate unwanted books in a good clean order.

#### **9) Charge non-residents - 13 mentions**

Charging students & visitors to use computers and other machines

Increase visitors charging for computer use. in the summer it is often too difficult to book a computer session because too many non members are messing around in facebook. why is this even accessible? it serves no educational or intellectual purpose

Structure tiered charges in line with inflation for members & a higher charging system for non members.

#### **10) Other / Miscellaneous - 95 mentions (32 of which were not to make cuts)**

Small charge when companies/organisations leave leaflets

Turn heating down - far too hot.

No one should be charged

**10 Do you have any other suggestions about possible ways to save money or raise income for libraries? Do you have any other ideas for assisting the library service?**

**Ten most common themes with examples:**

**1) Facilities/Services - 90 mentions**

Coffee/Tea area rather than a machine, get people to spend time in the library but give them things to buy.

Make libraries community hubs - Paignton model, but invest in marketing and charge market rates for room hire - and give good service.

Sell retail items - memory sticks, paper, pens, increase awareness within community - display mobile library in town, sell information of people to companies or demographic stats etc, act more like a private company.

**8) Donations / Fundraising - 73 mentions**

Encourage readers (posters, adverts etc) to donate books once read.

Fund raising local events for community, poetry readings, literature readings, dramatic presentation clubs, drinks & nibbles.

Involve local business and sponsor sections & activities.

**3) Fees/Charges - 69 mentions**

Maybe charge to become a member, increase late fee / charge for damaged items.

Charge for phone, email, letter search queries re local studies & family history, reduce newspaper/magazine subscriptions

Have a "Gold" membership, charged at an annual rate or monthly by direct debit, which allows you to borrow music for free and never pay overdues, and receive reduced rates for events

**4) Changing to Opening times/Closures - 63 mentions**

Open later in the mornings. Since it closes Thursday afternoons anyway might as well close the whole day on Thursday.

Stay open on a Saturday but close 1 or 2 days during the week.

Keep open modern libraries at Paignton and Brixham: close small branches

**5) Events - 62 mentions**

Have coffee mornings where we can sell or swap peoples own books, DVDs cds etc. Charge them something small to do this and make money from tea & biscuits etc

Some local writers might be invited to come to one of the larger libraries on a series of dates and answer questions from library users to give them a short talk about their approach to writing and answer questions from library users. they might be willing to do this for no charge, and it would attract the public into the libraries concerned.

- 1) Basic computer awareness courses especially for older persons using existing base units (e.g. ms excel, word etc)
- 2) Display works of local artists and take a percentage of sales e.g. drawings, photos, paintings (framed) or craftwork.

#### **6) Volunteers - 60 mentions**

I am totally against volunteers being used to man the libraries. Those in the Town Halls across the land have no idea of the expertise required to be an effective librarian

The public could volunteer to assist at the libraries doing simple tasks returning books to shelves etc.

Use some volunteers to assist people finding books and also reading stories to children or visually impaired people.

#### **7) Make reductions/Cuts - 48 mentions**

At the end of the day cut out any service that does not appertain to the loan of books. Events for adults and children, this is not a libraries function to my mind.

Cease to provide video gaming & entertainment facilities which seem to be little used & duplicate what most families have at home. Cease disposal of non-fiction books that are still relevant, and do not deal with subject matter that is rapidly outdated and superseded.

Why do council tax payers continue to provide newspapers? these are readily available on-line these days. I can understand the herald express being purchased for archive purposes only - i.e. not put out on it's week of the issue only to be strewn all over the place.

#### **8) Cuts to Staff/Pay/Councillors - 42 mentions**

Libraries are essential to the intellectual and artistic life of any community. Perhaps it would be better to make cuts from areas other than the libraries, such as the salaries, perks and expenses of politicians who probably never look at a book in their lives.

Yes, let us see some very senior officers of Torbay Council taking up to 20% decrease in salaries to give us all an example. Thus avoiding petty cuts.

Fewer staff on at the same time - admittedly I do use the library either at opening time or after 6 and there seems to be more staff than needed during these times. Considering the library is computerised surely this should reduce the need for several staff members.

**9) Energy saving - 35 mentions**

Don't have so many electrical lights. Turn the heating down a couple of degrees.

Effective use of heating & lighting in the building by using self timer & cut off/on switches. Use of natural light and free resources.

Save money by reducing heating, staff could wear extra, as we are in winter clothes off the street and feel too hot to stay long.

**10) Other / Miscellaneous - 51 mentions (29 of which were not to make cuts)**

Run library van on bio diesel. Long term savings, Stop buying cook books, more useful info on website, teen/ children's area - fun & homework help, digitise information, privateise?

The main reference library at Torquay I see as certainly important, for commerce as well as other purposes. Please don't change our library service. Brixham library is such a wonderful service, it would be very sad for the town for this service to be cut/ changed in any way. People need the library.

**=11. Are you male or female?**

	Number	Percent
Female	1,418	58.7%
Male	817	33.8%
Blank/No Answer	181	7.5%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

**12. Which of the following age groups apply to you?**

	Number	Percent
0 - 15	57	2.4%
16 - 24	68	2.8%
25 - 34	128	5.3%
35 - 44	257	10.6%
45 - 54	292	12.1%
55 - 64	499	20.7%
65 - 74	615	25.5%
75+	416	17.2%
Blank/No Answer	84	3.5%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

**13. Working Status**

	Number	Percent
Retired	1,191	49.3%
Working part-time	362	15.0%
Working full-time	349	14.4%
Looking after the home	121	5.0%
Blank/No Answer	116	4.8%
Training / Education	96	4.0%
Unemployed	67	2.8%
Permanently sick or disabled	63	2.6%
Doing something else	51	2.1%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

**14. Do you consider yourself to be disabled in any way?**

	Number	Percent
No	1,626	67.3%
Yes	351	14.5%
Blank/No Answer	439	18.2%
<b>Total</b>	<b>2,416</b>	<b>100%</b>

### Type of disability

	Number	Percent
It affects my mobility	209	8.7%
It affects my hearing	172	7.1%
It affects my vision	88	3.6%
It affects me in another way	65	2.7%

### Respondents prefer to visit the library during:

Main Library is Brixham

314

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	173	55.1%	110	35.0%	23	7.3%
Tuesday	176	56.1%	102	32.5%	35	11.1%
Wednesday	155	49.4%	82	26.1%	22	7.0%
Thursday	162	51.6%	109	34.7%	30	9.6%
Friday	178	56.7%	112	35.7%	41	13.1%
Saturday	165	52.5%	62	19.7%		

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	354	48.0%	291	39.4%	117	15.9%
Tuesday	316	42.8%	289	39.2%	68	9.2%
Wednesday	328	44.4%	214	29.0%	65	8.8%
Thursday	315	42.7%	299	40.5%	127	17.2%
Friday	327	44.3%	298	40.4%	72	9.8%
Saturday	340	46.1%	153	20.7%		

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	8	30.8%	7	26.9%		
Tuesday	12	46.2%	4	15.4%		
Wednesday	10	38.5%	6	23.1%		
Thursday	10	38.5%	7	26.9%		
Friday	8	30.8%	5	19.2%		
Saturday	5	19.2%	4	15.4%		



**Main Library is Paignton**

**366**

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	154	42.1%	148	40.4%	41	11.2%
Tuesday	148	40.4%	138	37.7%	59	16.1%
Wednesday	137	37.4%	160	43.7%	39	10.7%
Thursday	151	41.3%	140	38.3%	70	19.1%
Friday	147	40.2%	143	39.1%	39	10.7%
Saturday	163	44.5%	136	37.2%		

**Main Library is Torquay**

**749**

	Morning (9:30 - 13:00)		Afternoon (13:00 - 17:00)		Evening (17:00 - 19:00)	
	Number	Percent	Number	Percent	Number	Percent
Monday	316	42.2%	232	31.0%	112	15.0%
Tuesday	296	39.5%	207	27.6%	81	10.8%
Wednesday	309	41.3%	227	30.3%	120	16.0%
Thursday	290	38.7%	166	22.2%	88	11.7%
Friday	304	40.6%	230	30.7%	118	15.8%
Saturday	297	39.7%	230	30.7%		

**Respondents are least likely to visit the library:**

**Main Library is Brixham**

**314**

	Number	Percent
9am to 10am	114	36.3%
10am to 11am	48	15.3%
11am to 12noon	29	9.2%
12noon to 1pm	39	12.4%
1pm to 2pm	46	14.6%
2pm to 3pm	44	14.0%
3pm to 4pm	68	21.7%
4pm to 5pm	102	32.5%
5pm to 6pm	170	54.1%
6pm to 7pm	198	63.1%

**Main Library is Churston**

**738**

	Number	Percent
9am to 10am	289	39.2%
10am to 11am	113	15.3%
11am to 12noon	84	11.4%
12noon to 1pm	112	15.2%
1pm to 2pm	135	18.3%
2pm to 3pm	98	13.3%
3pm to 4pm	100	13.6%
4pm to 5pm	139	18.8%
5pm to 6pm	313	42.4%
6pm to 7pm	408	55.3%

**Main Library is Mobile Library**

**26**

	Number	Percent
9am to 10am	5	19.2%
10am to 11am	5	19.2%
11am to 12noon	3	11.5%
12noon to 1pm	4	15.4%
1pm to 2pm	6	23.1%
2pm to 3pm	3	11.5%
3pm to 4pm	8	30.8%
4pm to 5pm	8	30.8%
5pm to 6pm	11	42.3%
6pm to 7pm	17	65.4%

**Main Library is Paignton**

**366**

	Number	Percent
9am to 10am	169	46.2%
10am to 11am	75	20.5%
11am to 12noon	56	15.3%
12noon to 1pm	60	16.4%
1pm to 2pm	68	18.6%
2pm to 3pm	47	12.8%
3pm to 4pm	63	17.2%
4pm to 5pm	85	23.2%
5pm to 6pm	145	39.6%
6pm to 7pm	200	54.6%

**Main Library is Torquay**

**749**

	Number	Percent
9am to 10am	300	40.1%
10am to 11am	130	17.4%
11am to 12noon	84	11.2%
12noon to 1pm	130	17.4%
1pm to 2pm	130	17.4%
2pm to 3pm	101	13.5%
3pm to 4pm	132	17.6%
4pm to 5pm	208	27.8%
5pm to 6pm	291	38.9%
6pm to 7pm	402	53.7%



**Title:** Libraries – Savings Proposals

**Wards Affected:** All in Torbay

**To:** Overview and Scrutiny      On: 25<sup>th</sup> January 2012

**Contact Officer:** Sue Cheriton

**Telephone:** Sue.cheriton@torbay.gov.uk

**E.mail:** Sue.cheriton@torbay.gov.uk

## 1. Key points and Summary

- 1.1 As part of the overall budget build, it has been proposed that the Library Service should save approximately £170,000. This report outlines the proposals on how this saving can be achieved alongside the consultation which has been carried out in conjunction with the broader budget consultation.
- 1.2 In developing the proposals for savings across the library service a consultation exercise was carried out to determine how the community use libraries and how they felt the council could make savings. This was considered alongside the data we hold on usage and footfall across all libraries within Torbay. Several clear indicators resulted from the exercise:
- A wish for cuts across each library rather than closing a particular building altogether
  - No closures of a whole day at any library
  - Customers more likely to use the service in the morning rather than the afternoon
  - Least preferred usage is between 5.00pm and 7.00pm.

In addition, the service has used information relating to visits to buildings, and issue figures.

1.3 Following the full analysis of the data, the council are proposing the following changes in hours across the Library Service:

**Changes in Times at Brixham – reduce by 7 hours**

**Brixham Current (41 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 5.00	9.30 – 7.00	9.30 – 1.00	9.30 – 5.00	9.30 – 7.00	9.30 – 1.00

**Brixham proposed (34 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 5.00	9.30 – <b>6.00</b>	9.30 – 1.00	9.30 – 5.00	9.30 – <b>1.00</b>	9.30 – 1.00

- Reducing remaining evening by one hour to 6.00pm on Tuesday
- Reduction to one evening opening per week by closing at 1.00pm on Friday.

**Changes in Times at Churston – reduce by 7 hours**

**Churston Current (41 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 7.00	9.30 – 5.00	9.30 – 1.00	9.30 – 7.00	9.30 – 5.00	9.30 – 1.00

**Churston Proposed (34 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – <b>5.00</b>	9.30 – <b>1.00</b>	9.30 – 1.00	9.30 – <b>6.00</b>	9.30 – 5.00	9.30 – 1.00

- Reduction to one evening opening per week by closing at 5.00pm on Monday
- Reduction of one afternoon by closing at 1.00pm on Tuesday

- Reducing remaining evening session by one hour to 6.00pm on Thursday.

**Changes in times at Paignton - reduce by 9 hours**

**Paignton Current (51 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.00 – 5.00	9.00 – 7.00	9.00 – 5.00	9.00 – 7.00	9.00 – 5.00	9.00 – 4.00

**Paignton Proposed (42 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 5.00	9.30 – 6.00	9.30 – 1.00	9.30 – 6.00	9.30 – 5.00	9.30 – 4.00

- This involves a harmonisation of opening times with other libraries to 9.30am
- Reduction of Wednesday afternoon, reverting back to original Wednesday opening times prior to the new library opening
- Reducing evening sessions by one hour to 6.00pm on Tuesday and Thursday

**Changes in times at Torquay – reduce by 7 hours**

**Torquay Current (46 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 7.00	9.30 – 5.00	9.30 – 7.00	9.30 – 1.00	9.30 – 7.00	9.30 – 4.00

**Torquay Proposed (39 hours)**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9.30 – 6.00	9.30 – 1.00	9.30 – 6.00	9.30 – 1.00	9.30 – 6.00	9.30 – 4.00

- Reducing evening sessions by one hour to 6.00pm on Monday, Wednesday and Friday
- Reduction of Tuesday afternoon by closing at 1.00pm on Tuesday.

There is no current proposal to change the mobile library service which visits 90 locations each week.

1.4 In addition to meet the target, the council are also proposing the following changes with regard to specific service provision across the libraries service:

- Merger of the currently separate reference and lending departments at Torquay library to offer improved customer service
- Increase in income in response to suggestions from consultation, Friend's Groups comments etc
- Removal of some terms and conditions enjoyed by staff but which are outside the Green Book agreement
- Review of some specialist functions
- Proportional reduction in resources fund to reflect the reduction in hour across the library service

1.5 The full consultation report is available in the Appendix one alongside an initial Impact Assessment which can be found in Appendix two.

1.6 A more detailed impact assessment will be completed in light of the changes proposed above.

## 2. Introduction

2.1 The Mayor's Provisional Spending Targets 2012/13 published in December outlined an overall reduction in budget for Resident and Visitor Services of £1,333m. As part of this proposal, the Library Service will receive a reduction in funding of £170,000.

2.2 In developing the proposals for how savings could be found across the Library Service a consultation exercise was carried out. Surveys were made available through the libraries and were also available online. In total 2,416 people responded to the consultation with additional letter being received by Friends of Library services.

2.3 A summary of the key findings are outlined below, the full report is available in Appendix one:

- Over 2400 responses were received
- 31% of respondents reported their main library was Torquay, while a further 30% reported their main library was Churston, 15% Paignton and 13% Brixham. We did receive a particularly high response rate from people whose main library was Torquay and Churston.
- Actual Visitor figures April – December 2011

Torquay	178237
Paignton	233562
Churston	46869



Brixham 78440

- Actual Issue figures April – December 2011

Torquay	182371
Paignton	205556
Brixham	64847
Churston	76833

- The most popular activities that respondents took part in was those for the under 5s – although only 9% of respondents said they utilised this service.
- Between 42% and 45% of respondents use their library in the morning, between 26% and 36% use their library in the afternoon and 11% to 14% use their library in the evening. The most popular time to visit the library was a Monday morning (45.4%), while the least popular time was a Tuesday evening (11.2%).
- Respondents said they were least likely to use the library between the hours of 9am and 10am (39.3%) and from 5pm onwards.
- There was support for keeping all libraries open and reducing opening hours evenly across all (69.5%).
- There was support for raising charges on lost/damaged books (63.7%), Overdue books (58.2%), using the fax machine (48.8%) and for copying and printing (48.1%).

2.4 Based on the findings to the preliminary report we received in December, initial proposals for savings were developed. These have been reviewed and amended in light of the final consultation report together with actual usage of the service between April and December, and it is proposed the changes outlined in 1.3 and 1.4 are made across the library service.

**Sue Cheriton**  
**Executive Head Resident and Visitor Services**

**Appendices**  
Appendix 1 Library Budget Questionnaire Final Report January 2012  
Appendix 2 Library service Impact assessment

**Documents available in members' rooms**

**Background Papers:**  
The following documents/files were used to compile this report: None

**Budget Proposals 2012/13: Major Decision: Business Unit : Residents and Visitor Services (Parking Services)**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Sue Cheriton**

**Position: Executive Head Residents and Visitor Services**

**Business Unit: Residents & Visitors Services**

**Department: Parking Services**

**Date: January 2012**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Additional on-street parking areas, commercial income opportunities and service reductions for the parking review	415	-	Implementation costs for projects including Pay on Exit development = £339k. this will be paid back over 10 years from Prudential borrowing allocation - £47k per annum	From 02/2012 if agreed early	<ul style="list-style-type: none"> <li>• Potential risks</li> <li>• Impact on community</li> <li>• Knock on impact to other agencies</li> </ul> <ul style="list-style-type: none"> <li>▪ Volatile market as relates to demand led service – could impact on income year on year</li> <li>▪ Customer resistance to pricing policy and additional on street meters</li> </ul>			✓
Re-structure parking of parking changes – on-street and off-street (subject to choosing Option C of the proposals)	600	-	This will reduce the number of tariff options available to customers across on street and off street parking areas. There are minimal cost relating to statutory 21 day advertising of parking structure changes and updating parking meter machines	02/2012	<ul style="list-style-type: none"> <li>▪ Customer resistance to pricing policy which will reduce number of tariff options available</li> <li>▪ Loss of income due to alternative travel options being taken by customers</li> <li>▪ Town Centre usage may be reduced</li> <li>▪ Residents parking areas (CPZ's) may have to be extended</li> <li>▪ May move demand to car parks from on street where there is ample capacity</li> <li>▪ Visitors to area will be affected by pricing structure changes</li> </ul>			✓

### Stage 1: Purpose of the proposal

No	Question	Details
186.	Clearly set out the purpose of the proposal	<ul style="list-style-type: none"> <li>Additional on-street parking areas, commercial income opportunities and service reductions for the parking review .</li> <li>Re-structure of parking charges – on-street and off-street.</li> </ul> <p>Parking charges and the pricing have remained static for over four years. The pricing structure will be reviewed to reduce the number of tariff options which will improve turnover of spaces in areas of high demand, simplify charging tariffs across Torbay, introduce new commuter parking options, and removal of seasonality in charging enable greater investment in front line services and will encourage use of other forms of transport.</p>
187.	Who is intended to benefit?	<p>This will affect all users of the on-street and off-street parking facilities. This is likely to affect all car users who are resident in Torbay. In particular disabled people for the first time in Torbay. Although many areas charge the same parking fees for disabled drivers Torbay has not. This is due to concerns over more disabled drivers parking on double and single yellow lines to avoid charges.</p> <p>Commuters will have a better choice of parking based on demand. The proposals will also reduce the number of combinations of coins required for the new tariff structure. This is likely to encourage some users to use other forms of transport or walk when they are making short journeys.</p> <p>This will result in higher costs to the users of the service for allocating new chargeable areas, changes in the structure of tariffs, and changes to permit charging policy.</p>
188.	What is the intended outcome?	<p>The proposal to Review Parking Services is to maximise commercial income opportunities in the car park areas where space allows, to improve the management of parking in areas of high demand and encourage turnover of parking spaces in specific locations, rationalise the structure of charging and remove seasonal differences, and to provide commuter charged areas which are fair and affordable and provide income to be re-invested into frontline services.</p> <p>The proposal to change the pricing structure for on street and off street parking is intended to re-align the parking charge structure to enable it to be easier to use, will bring charging in line current costs which will generate additional funding to the increased need to improve the infrastructure and front line services. This proposal will also improve bus services through increased usage overall.</p>

### Stage 2: Evidence, Consultation and Engagement

No	Question	Details
189.	Have you considered the available evidence?	<p>In designing the new pricing structure other towns locally have been considered and ensure that charging is comparable with the demand. The proposal is subject to a Traffic Regulation Order which allows local people and users to put their objections</p>

No	Question	Details														
		<p>forward before implementation of the scheme. Users have 21 days to object and these are considered by the Transport Working Party. The scheme has been consulted on and adjusted to take on board a number of the objections from residents. Different groups have been considered in particular those who live on streets where charging is applicable. The timings of these streets and the introduction of pay on exit in some locations are being considered.</p>														
190.	<p><b>How have you consulted on the proposal?</b></p>	<p>There is a formal legislative process in place where objections can be received. The proposal for increase on street parking has also been conducted in advance of making the proposal with the public through a number of channels.</p> <p>Please see below for details of the consultation activity carried out.</p>														
191.	<p><b>Who have you consulted with?</b></p>	<p>There has been extensive consultation prior to the formal advertising process taking place, with general open public meetings being held on <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3524&amp;Ver=4">5<sup>th</sup> September</a> (<a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3568&amp;Ver=4">http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3568&amp;Ver=4</a>) and <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3524&amp;Ver=4">18<sup>th</sup> October</a> (<a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3568&amp;Ver=4">http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=470&amp;MId=3568&amp;Ver=4</a>) and at public meetings held by all Community Partnerships in areas where additional meters were proposed as well as by inviting written objections. There were also two meetings held with a local trader group made up of businesses from Torquay and Paignton on charging structures. Wider public "budget consultation" events have taken place and a questionnaire completed.</p>														
192.	<p><b>How many people responded?</b></p>	<p>In all there were 11 meetings held in respect of the Parking Review, where representations were made verbally, by telephone in advance and in writing. Some 38 individual responses were written in advance of the meetings, two petitions submitted and 8 verbal representations were made at the public meetings. Following the formal Traffic Regulation Order being advertised a further 38 group and individual objections were received. No objections were received on the parking structure charging proposals following the advertising of this at all on-street and off street parking areas.</p>														
193.	<p><b>Outline the key findings?</b></p>	<p>A full breakdown of the initial objections can be viewed on the minutes/reports of the <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4">5<sup>th</sup> September</a> and <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4">18<sup>th</sup> October's</a> Transport Working Party, which are further summarised in the Parking Review Report to Council on <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4">31<sup>st</sup> October 2011</a> (<a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4">http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4</a>). Following the advertising of the formal Traffic Regulation Orders a report was submitted to the Transport Working Party and can be reviewed on that agenda published for the meeting of <a href="http://www.torbay.gov.uk/DemocraticServices/ieListDocuments.aspx?CId=163&amp;MId=3539&amp;Ver=4">5<sup>th</sup> January 2012</a>. There were a number of concerns raised including affordability, the impact on local residents, businesses and key workers in commuter areas. The proposals were adjusted to take into account some of those concerns raised.</p> <p><b>Public meetings:</b></p> <p><b><u>Would you support a proposal to increase the number of On Street Pay and Display Parking Areas? (£566k)</u></b></p> <table border="1" data-bbox="1236 257 1316 1691"> <thead> <tr> <th data-bbox="1236 1243 1276 1691" rowspan="2">Venue</th> <th colspan="2" data-bbox="1236 750 1276 1243">Yes</th> <th colspan="2" data-bbox="1236 257 1276 750">No</th> </tr> <tr> <th data-bbox="1276 1243 1316 1691">Count</th> <th data-bbox="1276 750 1316 1243">%</th> <th data-bbox="1276 257 1316 750">Count</th> <th data-bbox="1316 257 1356 750">%</th> </tr> </thead> <tbody> <tr> <td data-bbox="1276 1243 1316 1691"></td> <td data-bbox="1276 750 1316 1243"></td> <td data-bbox="1276 257 1316 750"></td> <td data-bbox="1316 1243 1356 1691"></td> <td data-bbox="1316 750 1356 1243"></td> </tr> </tbody> </table>	Venue	Yes		No		Count	%	Count	%					
Venue	Yes			No												
	Count	%	Count	%												

No	Question	Details				
		Westlands	6	55%	5	45%
		T.C.C	10	53%	9	47%
		Paignton	9	39%	14	61%
		Dunboyne	4	57%	3	43%
		<b>Total</b>	<b>29</b>	<b>48%</b>	<b>31</b>	<b>52%</b>

194.	<p><b>What amendments may be required as a result of the consultation?</b></p> <p>As a result of the consultation, changes have been made through both stages of the informal and formal consultation process of the parking review. They reflect the following:</p> <ul style="list-style-type: none"> <li>▪ Secondary Shopping areas were removed from the pay and display scheme to ensure in the current economic climate traders could sustain their businesses.</li> <li>▪ Those areas where cost of infrastructure would not justify charging were removed.</li> <li>▪ Residential areas were withdrawn and adjusted or Controlled Parking Zones proposed to protect those living in some of the affected streets.</li> <li>▪ A delay in implementation of some schemes where a wider review of a whole area and impacts considered applied.</li> <li>▪ There were amendments to lengths of stays in some areas and free days like Sunday's where there were significant church users expected for example.</li> </ul> <p>The consultees will be able to review the results and outcome of the consultation in the Reports submitted to Council on <a href="#">31<sup>st</sup> October</a> and at the Transport Working Party on <a href="#">5<sup>th</sup> January</a>. These will be published on the web site. Individuals requesting specific feedback will be formally written to follow the consideration of all objections.</p>
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**Stage 3: Impact Assessment**

No	Question	Details				
196.	<p><b>Identify the potential positive and negative impacts on specific groups</b></p> <p>All groups in society generally</p>	<table border="1"> <thead> <tr> <th>Positive Impact</th> <th>Negative Impact</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>▪ Better access to spaces where the turnover of users is increased. Additional longer term parking available to commuters and beach users.</li> <li>▪ Residents will be able to park more easily where Controlled Parking Zones (CPZ's) will be implemented in response to implementing parking meters.</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>▪ Higher costs for short stays due to the change in the structure of the tariffs</li> <li>▪ Potential increase of congestion at Torquay Seafront due to removal of parking free periods for at rush hour times</li> <li>▪ Additional charging areas for on street parking close to town centres and shopping areas for visitors</li> </ul> </td> </tr> </tbody> </table>	Positive Impact	Negative Impact	<ul style="list-style-type: none"> <li>▪ Better access to spaces where the turnover of users is increased. Additional longer term parking available to commuters and beach users.</li> <li>▪ Residents will be able to park more easily where Controlled Parking Zones (CPZ's) will be implemented in response to implementing parking meters.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Higher costs for short stays due to the change in the structure of the tariffs</li> <li>▪ Potential increase of congestion at Torquay Seafront due to removal of parking free periods for at rush hour times</li> <li>▪ Additional charging areas for on street parking close to town centres and shopping areas for visitors</li> </ul>
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No	Question	Details
	<ul style="list-style-type: none"> <li>▪ Increase in loading bay or free short term parking spaces for those wishing to stop for less than 5 minutes in hotel areas</li> <li>▪ Less confusing pricing structure with limited coin requirements</li> <li>▪ Options for Pay on Exit facilities being considered</li> <li>▪ Potential moves to greater use of public transport offering enhanced service overtime and improvements to the environment</li> <li>▪ Improved parking available to motorbike users</li> </ul>	<ul style="list-style-type: none"> <li>▪ Free access to seafront areas may restrict use by older more infirmed people on low incomes</li> </ul>
Older or younger people	N/A	
People with caring responsibilities	N/A	
People with a disability	<ul style="list-style-type: none"> <li>▪ Parking will remain free in all Council car parks for Disabled badge holders, which is a better position than many other authority areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Disabled drivers will be adversely affected in Torbay. However this is in line with other authority areas who already charge disabled drivers parking fees. Torbay has a higher level of Blue Badge parking permit holders than other areas with currently 8,000 users (5000 severely disabled). The cost proposed (£20 per Blue Badge parking permit issued to cover administration fees) will still be significantly lower than in neighbouring authority areas.</li> </ul>
Women or men	N/A	N/A
People who are black or from a minority ethnic background (BME)	N/A	N/A
These groups are equally affected	N/A	N/A
People who are lesbian, gay or bisexual	N/A	N/A
People who are transgendered	N/A	N/A
People who are in a marriage or civil partnership	N/A	N/A

No	Question	Details
	Women who are pregnant / on maternity leave	N/A
	Socio-economic considerations	Action has been taken, since the consultation activity began, to remove secondary shopping areas to help to sustain local businesses. There have also been amendments to the length of stays in some areas, and free days (i.e. Sundays) have been introduced.
197.	What are the impacts of your proposals to other agencies?	N/A
198.	Does your proposal link to other decisions you are making?	Both options Parking Review and Review of Parking Pricing Structure have been concluded with reference to both proposals to ensure minimising the impact where possible is achieved across Torbay.
199.	Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?	Further to the consultation activity carried out the proposal has been amended. Secondary shopping areas were removed from the on-street pay and display scheme to ensure that in the current economic climate traders could sustain their businesses. There were also amendments to lengths of stays in some areas and free days (i.e. Sundays) where there were significant church users expected. The proposal brings Torbay in line with other Local Authorities who also charge an administration fee to issue Blue Badge parking permits.

#### Stage 4: Course of Action

No	Action	Details
200.	State a course of action	<b>Outcome 2: Adjustments to remove barriers</b> – Action has been taken, since the consultation activity began, to remove secondary shopping areas to help to sustain local businesses. There have also been amendments to the length of stays in some areas, and free days (i.e. Sundays) have been introduced.
201.	Identify any plans to alleviate any negative impacts	Work has already been undertaken to alleviate negative impacts – please see section 14 and 15 above

#### Stage 5: Monitoring

No	Action	Details
202.	Outline plans to monitor the actual impact of	This proposal will be monitored, once introduced, via the following:



	<p><b>proposals</b></p>	<ul style="list-style-type: none"> <li>▪ Parking Enforcement (I.e. the levels of enforcement notices issued and monitor any increases of parking on double yellow lines)</li> <li>▪ Increases in Parking Income</li> <li>▪ Customer feedback &amp; complaints</li> </ul>
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**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

### Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Transportation Working Party Meeting – 05/09/11	Open public meeting to be held	Sue Cheriton	5 <sup>th</sup> September 2011 - Complete
2	Transportation Working Party Meeting – 18/0/11	Open public meeting to be held	Sue Cheriton	18 <sup>th</sup> October 2011 – Complete
3	Full Council meeting – 31/10/11	Full Council decision on proposals required	Sue Cheriton	31 <sup>st</sup> October 2011 – Complete
4	Transportation Working Party Meeting – 05/01/12	To consider objections made by the general public	Sue Cheriton	5 <sup>th</sup> January 2012 - Complete
5	Full implementation of price policy structure changes increases by 1 <sup>st</sup> January 2012	Price structure changes to be in place	Sue Cheriton	1 <sup>st</sup> January 2012 – Complete
6				

Appendix XXXXXX

Combined Impact Assessments

Spatial Planning – Full Assessment (Part 2)

**Budget Proposals 2012/13: Major Decision: Business Unit : Spatial Planning**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Mark Irving/David Whiteway**

**Position: Senior Service Manager - Customer Service & Planning/  
Senior Transport Planner**

**Business Unit: Place & Environment**

**Department: Spatial Planning**

**Date: January 2012**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Renegotiate Concessionary Fares Rate		400	£5,000 maximum	1/5/12	<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies</li> </ul> <ul style="list-style-type: none"> <li>If Operators do not agree with cuts an appeal could be made</li> <li>Cuts to services affecting less commercially viable routes</li> <li>Could lead to Highways Department having to subsidise routes</li> </ul>			✓

Stage 1: Purpose of the proposal

No	Question	Details
203	Clearly set out the purpose of the proposal	Change the reimbursement rate to bus operators (6 affected) for concessionary fares as per Department for Transport guidance
204	Who is intended to benefit/will this affect?	6 Bus Operators: Stagecoach, Local Link, First, Country Bus, Devonian Motor Services, Riverlink. Members of the public if these companies decide to cut routes
205	What is the intended outcome?	Reduction of budget provision for concessionary fares by £400k. Apply DFT guidance in setting concessionary fares rates. Allow the Council to take strategic decisions on which services to support via subsidy.

Stage 2: Evidence, Consultation and Engagement

No	Question	Details
206	Have you considered the available evidence?	DFT Guidance considered and applied with first letter outlining proposals sent to operators 22/12/11. We are now in a consultation phase in which operators can make their representations.
207	How have you consulted on the proposal?	First letter outlining proposals sent to operators 22/12/11. We are now in a consultation phase in which operators can make their representations.

No	Question	Details																																														
208.	<p><b>Who have you consulted with?</b></p>	<p>6 Bus Operators: Stagecoach, Local Link, First, Country Bus, Devonian Motor Services, Riverlink</p> <p>Wider public budget consultation events have taken place. Questionnaires have also been issued to the public (online and paper copies) and the “viewpoint” panel have received copies of the questionnaire.</p> <p>Questionnaire Results:</p> <p><b>Renegotiate the concessionary bus fare. (Potential saving: £400,000)</b></p> <table border="1" data-bbox="379 638 571 784"> <thead> <tr> <th></th> <th>Questionnaires</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>81</td> <td>33%</td> </tr> <tr> <td>Yes</td> <td>168</td> <td>67%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>249</b></td> <td></td> </tr> </tbody> </table> <p>Public Meetings:</p> <p><b><u>Would you support a proposal to renegotiate the concessionary bus fare? (£400k)</u></b></p> <table border="1" data-bbox="379 1025 571 1429"> <thead> <tr> <th rowspan="2">Venue</th> <th colspan="2">Yes</th> <th colspan="2">No</th> </tr> <tr> <th>Count</th> <th>%</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Westlands</td> <td>9</td> <td>90%</td> <td>1</td> <td>10%</td> </tr> <tr> <td>T.C.C</td> <td>10</td> <td>50%</td> <td>10</td> <td>50%</td> </tr> <tr> <td>Paignton</td> <td>18</td> <td>86%</td> <td>3</td> <td>14%</td> </tr> <tr> <td>Dunboyne</td> <td>5</td> <td>71%</td> <td>2</td> <td>29%</td> </tr> <tr> <td><b>Total</b></td> <td><b>42</b></td> <td><b>72%</b></td> <td><b>16</b></td> <td><b>28%</b></td> </tr> </tbody> </table>		Questionnaires	%	No	81	33%	Yes	168	67%	<b>Grand Total</b>	<b>249</b>		Venue	Yes		No		Count	%	Count	%	Westlands	9	90%	1	10%	T.C.C	10	50%	10	50%	Paignton	18	86%	3	14%	Dunboyne	5	71%	2	29%	<b>Total</b>	<b>42</b>	<b>72%</b>	<b>16</b>	<b>28%</b>
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209.	<p><b>How many people responded?</b></p>	<p>No formal responses received to date from 6 Bus Operators: Stagecoach, Local Link, First, Country Bus, Devonian Motor Services, Riverlink. Please see data above for public questionnaires and public meetings.</p>																																														
210.	<p><b>Outline the key findings?</b></p>	<p>Too early in the process to say regarding the formal responses from 6 Bus Operators: Stagecoach, Local Link, First, Country Bus, Devonian Motor Services, Riverlink but key findings will be considered prior to final decision.</p> <p>Please see above for the public consultation results.</p>																																														

No	Question	Details
211.	<b>What amendments may be required as a result of the consultation?</b>	Amount of reduction in reimbursement rates may be renegotiated. Council may choose to subsidise services.
212.	<b>How will the results be published?</b>	A letter will be sent to all affected operators 28 days prior to implementation informing them of the final reimbursement rates. Bus companies are required to provide 56 days notice to the traffic commissioner to make any changes to bus routes. This 56 day period gives the Council an opportunity to consider subsidising any threatened routes.

### Stage 3: Impact Assessment

No	Question	Details
213.	<b>Identify the potential positive and negative impacts on specific groups</b>	
	All groups in society generally	<p><b>Positive Impact</b> No direct impact</p> <p><b>Negative Impact</b> There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.  This would impact most significantly on those without access to a private vehicle.</p>
	Older or younger people	<p>No direct impact</p> <p>There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.  This would impact most significantly on those without access to a private vehicle.</p>
	People with caring responsibilities	<p>No direct impact</p> <p>There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.  This would impact most significantly on those without access to a private vehicle.</p>
	People with a disability	<p>No direct impact</p> <p>There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.  This would impact most significantly on those without access to a private vehicle.</p>

No	Question	Details
		concessionary fares reimbursement.
		This would impact most significantly on those without access to a private vehicle.
	Women or men	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.
	People who are black or from a minority ethnic background (BME)	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.
	People with particular religion or belief / no belief	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.
	People who are lesbian, gay or bisexual	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.
	People who are transgender	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.
	People who are in a marriage or civil partnership	There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.
	No direct impact	This would impact most significantly on those without access to a private vehicle.

No	Question	Details
		concessionary fares reimbursement.
	Women who are pregnant / on maternity leave	<p>This would impact most significantly on those without access to a private vehicle.</p> <p>There is the possibility that bus operators may decide to reduce or remove services as a result of the reduction to concessionary fares reimbursement.</p> <p>This would impact most significantly on those without access to a private vehicle.</p>
214.	<b>What are the impacts of your proposals to other agencies?</b>	At this stage there are no impacts foreseen, however if operators subsequently cut services groups that represent vulnerable people may need to be consulted over subsidy decisions.
215.	<b>Does your proposal link to other decisions you are making?</b>	Links to the Local Transport Plan 3 and current bids to the Local Sustainable Transport Fund.
216.	<b>Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?</b>	<p>Bus operators may subsequently reduce or remove services which would impact significantly on those without access to a private vehicle – this could be mitigated by providing a bus subsidy to routes affected.</p> <p>There is therefore limited opportunity to achieve any of these outcomes as a result of this proposal.</p>



**Stage 4: Course of Action**

No	Action	Details
217.	State a course of action	<p><b>Outcome 1: No major change required - CIA has not identified any potential for adverse impact and all opportunities to promote equality have been taken. This may need to be reviewed following negotiations has taken place with operators. This could include a detailed impact assessment due to the proposed closure of specific bus route(s).</b></p>
218.	Identify any plans to alleviate any negative impacts	<p>Amount of reduction in reimbursement rates may be renegotiated. Council may choose to subsidise services. Increased of community bus services could be employed</p>

**Stage 5: Monitoring**

No	Action	Details
219.	Outline plans to monitor the actual impact of proposals	<p>The full impact of decisions will only be known once it is introduced. We will monitor the impact of the proposal via:</p> <ul style="list-style-type: none"> <li>• Customer complaints/feedback</li> <li>• Bus operator feedback</li> <li>• Budget monitoring of actual reduced level of reimbursement to bus operators</li> <li>• Notifications to the traffic commissioner to make any changes to bus routes</li> <li>• Monitoring of bus patronage and access to services via public transport</li> </ul>

**COMBINED IMPACT ASSESSMENT (PARTS 1 & 2) NEEDS TO BE SENT TO THE BUSINESS SERVICES TEAM FOR QUALITY ASSURANCE. IT WILL THEN BE SENT TO THE FINANCE BOARD AND USED AS PART OF THE DECISION MAKING PROCESS BY COUNCILLORS.**

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Initial letter to bus operator notifying them of consultation on proposal	To give operators prior notice of proposed changes to reimbursement rates	DW	Completed on 22/12/11
2	Consultation Period	Receive representations from bus operators regarding the proposed changes to reimbursement rates	DW	Responses required by the end of March 2012
3	Formal 28 day notification of outcome of consultation	To give operators final notice of adopted changes to reimbursement rates	DW	02/04/12
4	Bus operators to provide 56 days notice to the traffic commissioner to make any changes to bus routes	To inform the traffic commissioner to make any changes to bus routes (reductions in frequency or services removed)	Bus Operators	56 days prior to their implementation
5	Council may consider subsidising threatened services	To take a Council wide decision on whether or not to protect threatened bus services in the context of other budget pressures.	PC	To be confirmed
6				

**Budget Proposals 2012/13: Major Decision: Business Unit: Spatial Planning**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name: Mark Irving/Ian Hartley**

**Position: Senior Service Manager - Customer Service & Planning  
Waste Client Manager**

**Business Unit: Place & Environment**

**Department: Spatial Planning**

**Date: January 2012**

**Please see - Agenda Item 7, page 15**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Charging for Waste Rubble or Similar Material	50		£15,000 - £18,000  Gross takings on current throughput £100k but TOR2 handling charge c£50k. May also be a fly-tipping control cost especially in short term	Report to Council Sept 2011. Will need time to implement	Customer resistance in short term. Fly-tipping may increase. Negotiations in progress with TOR2 re: costs of administering the system on site. Could affect the bottom line – current estimate £100k split 50/50.  <ul style="list-style-type: none"> <li>Increased fly tipping</li> <li>Complaints from members of the public as to why they now have to pay for something previously free of charge (misconception that this type of waste is household waste)</li> <li>Non achievement of income</li> </ul>	✓	✓	

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Stage 1: Purpose of the proposal

No	Question	Details
220.	Clearly set out the purpose of the proposal	Charging for Waste Rubble or Similar Material – That Torbay Council implements a charging system for waste material associated with rubble and for vehicle tyres at the Paignton Household Waste Recycling Centre
221.	Who is intended to benefit/will this affect?	All householders taking this type of waste to the Household Waste Recycling Centre (HWRC).
222.	What is the intended outcome?	Charging for Waste Rubble or Similar Material: - Charges are inclusive of VAT. 1. Soil, rubble, ceramics, paving slabs, bricks, building blocks etc - £2 per bag * 2. Asbestos (a 6' x 3' sheet) or a bag * - £20

No	Question	Details
	3. Plasterboard (a 8' x 3' sheet) or a bag * - £7 4. Car Tyres - £2 each (no commercial)	* A bag should be no bigger than 20" x 30"

**Stage 2: Evidence, Consultation and Engagement**

No	Question	Details
223.	Have you considered the available evidence?	<p>Torbay Council like all other councils in the UK only has a legal obligation to provide Recycling Centre facilities for household waste (which is waste arising from the day to day running of a household). However, items from the repair or improvement of houses (e.g. DIY type waste) is classified as construction waste and there is no requirement for the council to provide any service for the disposal of this material or accept it free of charge. The Audit Commission also states that this type of waste (rubble and soil associated with rubble) is not household waste, so even if it is recycled it cannot be included in the household waste recycling figure.</p>
224.	How have you consulted on the proposal?	<p>We have consulted with Devon County Council. Since 1 April 2011 Devon County Council has charged for items that were previously free of charge at all its Household Waste Recycling Centres (HWRCs).</p> <p>Such a scheme could potentially generate objections from members of the public, but Devon County Council reported at its last Devon Environmental Service Managers Group on 14/7/11, that objections to their charging had settled down, with a decreasing number of complaints.</p> <p>We will advertising in the Herald Express and distribute leaflets at the recycling centre 1 month prior to implementation. Torbay Council's Website will also be updated.</p>
225.	Who have you consulted with?	As above
226.	How many people responded?	None
227.	Outline the key findings?	Not applicable
228.	What amendments may be required as a result of the	None likely

No	Question	Details
229.	How will the results be published?	Not applicable

**Stage 3: Impact Assessment**

No	Question	Details
230.	Identify the potential positive and negative impacts on specific groups	
	All groups in society generally	<p><b>Positive Impact</b> There is no disadvantage to vulnerable groups as a result of this change – assisted collections will still take place (for disabled/older people in the Bay)</p> <p><b>Negative Impact</b> There is the possibility of increased fly tipping with some householders not wishing to pay the new charges, but since Devon County Council introduced its new scheme, fly tipping is only slightly higher than 12 month previous, as at June 2011.</p> <p>Such a scheme could potentially generate objections from members of the public, but Devon County Council reported at its last Devon Environmental Service managers group on 14/7/11, that objections to their charging had settled down, with a decreasing number of complaints.</p>
	Older or younger people	There is no disadvantage to vulnerable groups as a result of this change – assisted collections will still take place (for disabled/older people in the Bay)
	People with caring responsibilities	There is no disadvantage to people with caring responsibilities as a result of this change
	People with a disability	There is no disadvantage to vulnerable groups as a result of this change – assisted collections will still take place (for disabled/older people in the Bay)
	Women or men	There is no disadvantage to women or men as a result of this

No	Question	Details
	change	change
	People who are black or from a minority ethnic background (BME)	There is no disadvantage to BME groups as a result of this change
	People with particular religion or belief / no belief	There is no disadvantage to people with particular religion or belief groups as a result of this change
	People who are lesbian, gay or bisexual	There is no disadvantage to people who are lesbian, gay or bisexual as a result of this change
	People who are transgender	There is no disadvantage to people who are transgender as a result of this change
	People who are in a marriage or civil partnership	There is no disadvantage to people who are in a marriage or civil partnership result of this change
	Women who are pregnant / on maternity leave	There is no disadvantage to women who are pregnant / on maternity leave result of this change
230	<b>What are the impacts of your proposals to other agencies?</b>	There is the possibility of increased fly tipping (although this is a serious offence) with some householders not wishing to pay the new charges, but since Devon County Council introduced its new scheme, fly tipping is only slightly higher than 12 month previous, as at June 2011. This may impact on TOR2 as they currently collect the fly tipping in the bay.
232.	<b>Does your proposal link to other decisions you are making?</b>	Links to RIO (Revenue Income Generation) project and waste minimisation policies
233.	<b>Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?</b>	There is no disadvantage to vulnerable groups as a result of this change – assisted collections will still take place (for disabled/older people in the Bay) Having to pay for a service that was previously free, will make some people reconsider whether the decision to throw something away that is still perfectly functional is the right option, which is in itself more environmentally sustainable. Waste minimisation is at the top of the national waste hierarchy and is supported within Torbay's Municipal Waste Management Strategy.

No	Question	Details
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**Stage 4: Course of Action**

No	Action	Details
234.	State a course of action	<b>Outcome 1: No major change required</b> - CIA has not identified any potential for adverse impact and all opportunities to promote equality have been taken.
235.	Identify any plans to alleviate any negative impacts	None – No negative impacts identified

**Stage 5: Monitoring**

No.	Action	Details
236 00304	Outline plans to monitor the actual impact of proposals	<p>The full impact of decisions will only be known once it is introduced. We will monitor the impact of the proposal via:</p> <ul style="list-style-type: none"> <li>▪ Customer complaints/feedback</li> <li>▪ The amount of fly tipping incidents recorded</li> </ul>

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*



## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Placing of Herald Express Advert	To give people prior notice of the new charging structure	Ian Hartley	1 Month prior to implementation (implementation likely to be April)
2	Leaflet Distribution at the Recycling Centre	To give people prior notice of the new charging structure	Ian Hartley	1 Month prior to implementation (implementation likely to be April)
3	Torbay Council Website Updated	To give people prior notice of the new charging structure	Ian Hartley	1 Month prior to implementation (implementation likely to be April)
4				
5				
6				

**Budget Proposals 2012/13: Major Decision: Business Unit: Spatial Planning (Waste Recycling)**

**Combined Impact Assessment: Full assessment (Part 2)**

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Mark Irving/Sally Farley  
Support/Service Manager, Environment Policy & Performance

**Position:** Senior Service Manager - Customer Service & Planning

**Business Unit:** Place & Environment

**Department:** Spatial Planning

**Date:** December 2011

**Please see - agenda item 7, page 14**

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Waste Recycling Credits	50	-	0	Nov 2011	<ul style="list-style-type: none"> <li>• The Council now collects recyclables on the kerbside and the financial case for these credits is therefore substantially diminished.</li> <li>• The credits stopped in November 2011.</li> <li>• The effects on Organisations has been minimised in that only textile credits have been withdrawn and the sale price of textiles has increased considerably in recent times, meaning that the loss of the credit can be absorbed by the organisation without net loss.</li> </ul>		✓	

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Stage 1: Purpose of the proposal

NO	Question	Details
237	Clearly set out the purpose of the proposal	<p>That the Authority ceases payment of the recycling credit to charity and community groups that claim credits for items other than furniture, paper and garden waste.</p> <p>More specifically: -</p> <ul style="list-style-type: none"> <li>• The Council now collects recyclables on the kerbside and the financial case for these credits is therefore substantially diminished.</li> <li>• The credits stopped in November 2011.</li> <li>• The effects on Organisations has been minimised in that only textile credits have been withdrawn and the sale price of textiles has increased considerably in recent times, meaning that the loss of the credit can be absorbed by the organisation without net loss.</li> </ul>

No	Question	Details
238.	Who is intended to benefit?	Charity and community groups that claim credits e.g. The Scouts
239.	What is the intended outcome?	From the 21 November 2011 the above groups will not be able to claim a recycling credit for textiles. This will mean a possible reduction in one of their income streams but with negotiation of their current material contracts they may be able to negate any losses as the current textile markets are very buoyant.

### Stage 2: Evidence, Consultation and Engagement

No	Question	Details
240.	Have you considered the available evidence?	<p>Torbay Council currently pays recycling credits to charity and community groups. Because of budget pressures the Council needs to reduce costs, therefore by not paying out a recycling credit for textiles the council will save in the region of £40k p.a. As a result of the budget pressures facing the Council it is becoming more difficult to justify the payment of a recycling credit to external organisations now that a comprehensive collection of recyclables from the kerbside is available to every household throughout the Bay.</p> <p>The textiles currently collected by the charities and community groups could be collected by TOR2 from the kerbside at no additional cost to the Council or TOR2.</p>
241.	How have you consulted on the proposal?	Affected groups have already been notified via letter – they have been given 6 weeks notice of the decision. To date we have received 5 responses, however no objections or complaints have been received.
242.	Who have you consulted with?	Charity and community groups that claim credits.
243.	How many people responded?	To date we have received 5 responses, however no objections or complaints have been received.
244.	Outline the key findings?	Enquiries regarding last date for submission of final claim – no objections
245.	What amendments may be required as a result of the consultation?	As the community groups only receive £15 per ton for paper from the recycling companies, it was thought that taking away the recycling credit of £57.76 was disproportionate and would almost remove their entire income stream, so this will be continued at least for 2011/12 financial year.
246.	How will the results be published?	Replied verbally to enquiries

Stage 3: Impact Assessment

No	Question	Details
247.	Identify the potential positive and negative impacts on specific groups	
	All groups in society generally	<p><b>Positive Impact</b> Although the charity and community groups will no longer receive the recycling credit funding they will still receive income from, recycling companies and may be in a position to be able to re-negotiate how much they receive for raw materials. This proposal only concerns credits for items other than furniture, paper and garden waste.</p> <p><b>Negative Impact</b> Charity and community groups that currently receive recycling credits (e.g. The Scouts) will no longer receive the funding.</p>
	Older or younger people	N/A
	People with caring responsibilities	N/A
	People with a disability	N/A
	Women or men	N/A
	People who are black or from a minority ethnic background (BME)	N/A
	People with particular religion or belief / no belief	N/A
	People who are lesbian, gay or bisexual	N/A
	People who are transgender	N/A
	People who are in a marriage or civil partnership	N/A
	Women who are pregnant / on maternity leave	N/A
248.	<b>What are the impacts of</b>	As stated above this proposal will effect charity and community groups (i.e. the Scouts) that claim credits for items other than

No	Question	Details
	your proposals to other agencies?	furniture, paper and garden waste.
249.	Does your proposal link to other decisions you are making?	No
250.	Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?	<p>The organisations would still receive income from the recycling companies that they sell the materials to, and might be able to renegotiate with them how much they receive for the raw materials thereby minimising the potential for impact. Furniture can still be collected, and a recycling credit paid, as Torbay Council can claim this amount back from Devon County Council. This is possible due to Torbay Council's partnership working with Devon County Council, being part of the Devon Authorities Waste Reduction and Recycling Committee.</p> <p>As the community groups only receive £15 per ton for paper from the recycling companies, it was thought that taking away the recycling credit of £57.76 was disproportionate and would almost remove their entire income stream, so this will be continued at least for 2011/12 financial year.</p>

#### Stage 4: Course of Action

No	Action	Details
251.	State a course of action	<p><b>Outcome 2: Adjustments to remove barriers</b> – As the community groups only receive £15 per ton for paper from the recycling companies, it was thought that taking away the recycling credit of £57.76 was disproportionate and would almost remove their entire income stream, so this will be continued at least for 2011/12 financial year.</p>
252.	Identify any plans to alleviate any negative impacts	See above (15)

#### Stage 5: Monitoring

No	Action	Details
253.	Outline plans to monitor the actual impact of proposals	<p>The full impact of decisions will only be known once it is introduced. We will monitor the impact via the following:</p> <ul style="list-style-type: none"> <li>▪ Customer complaints</li> <li>▪ Feedback from the charities/community groups affected by the proposals</li> <li>▪ Monitor budget savings achieve</li> </ul>

Notes:

- *The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.*
- *Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.*

## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	Letters issued to community groups/charities advising them that the recycling credits funding will cease – 6 weeks notice will be given	To give community groups/charities 6 weeks notice of the decision	Ian Hartley	September 2011 – Complete
2	Regular budget monitoring	To verify budget reduction achieved	Ian Hartley	Half Yearly starting April 2012 and September 2012.
3				
4				
5				
6				





## Capital Investment Plan incorporating:

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

Public Agenda Item: **Yes**

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

Key Decision: **Yes – Ref.**

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 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.
- 1.2 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. Recommendations**

**That it be recommended to Council:**

- 2.1 **that the Summary Capital Strategy 2012/13 set out at Appendix 1 to the submitted report be approved;**
- 2.2 **that the Asset Management Plan 2012/13 set out at Appendices 2 and 3 to the submitted report be approved;**
- 2.3 **that the Capital Investment Plan 2012/13 to 2015/16 set out at Appendices 4 and 5 to the submitted report be approved;**

- 2.4 that the initial four year indicative allocations of funding to schemes/services for planning purposes within the Capital Investment Plan 2012/13 to 2015/16 be approved;**
- 2.5 that approval of specific capital schemes within the approved Capital Investment Plan in 2.4 above be delegated to the Chief Executive, in consultation with the Mayor, Executive Lead for Finance and Chief Finance Officer;**
- 2.6 that the Prudential Indicators for 2012/13 set out at Appendix 6 to the submitted report be approved; and**
- 2.7 that the Combined Impact Assessment for the Capital Investment Plan set out at Appendix 7 be noted.**

### **3. Key points and reasons for recommendations**

- 3.1 These reports form part of the Mayor's budget proposals for 2012/13 in relation to the Capital Investment Plan to be presented to Council for approval.
- 3.2 These reports were originally 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 reports have been available for scrutiny and were considered by the Overview and Scrutiny Board on the 20<sup>th</sup> January 2012 (the Capital and Asset Management Reports). These reports have now been updated as appropriate to include both any funding announcements and updates since December.
- 3.3 This report includes a number of documents 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 Council approval.
- 3.4 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.
- 3.5 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.
- 3.6 To support the Capital Investment Plan a Combined Impact Assessment has been completed and this included at Appendix 7.

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



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CORPORATE CAPITAL STRATEGY 2012/13

**SUMMARY VERSION**

**SEPTEMBER 2011 REVISION**

## CONTENTS

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Appendix 1 - Definition of Capital Expenditure

Produced By:

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

Contact Officer – Martin Phillips (Tel: 01803 207285)

## 1. Introduction

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

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

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

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

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

[http://www.torbay.gov.uk/index/council/financial\\_services](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

## **CONTENTS**

- 1.0 Plan Context
- 2.0 Asset Management Practice Objectives and Principles
- 3.0 Organisation
- 4.0 Consultation
- 5.0 Performance Monitoring
- 6.0 Challenges and Opportunities

### Appendices

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

## **EXECUTIVE SUMMARY**

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

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

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

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

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

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



## **1.0 PLAN CONTEXT**

Torbay Council's vision is:

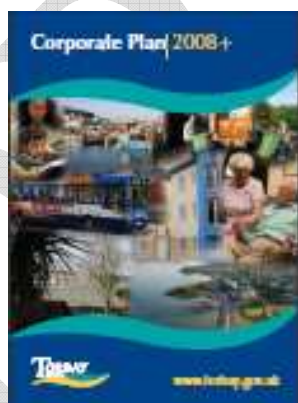
### **“Working for a healthy, prosperous and happy Bay”**

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

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

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

The effective use of council owned assets can also help stimulate the economy and act as the catalyst for regeneration and house building. This Plan makes this link and contains plans to invest in the Local Authority Asset Backed Vehicle (LABV) a formal partnership between a private developer 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:**

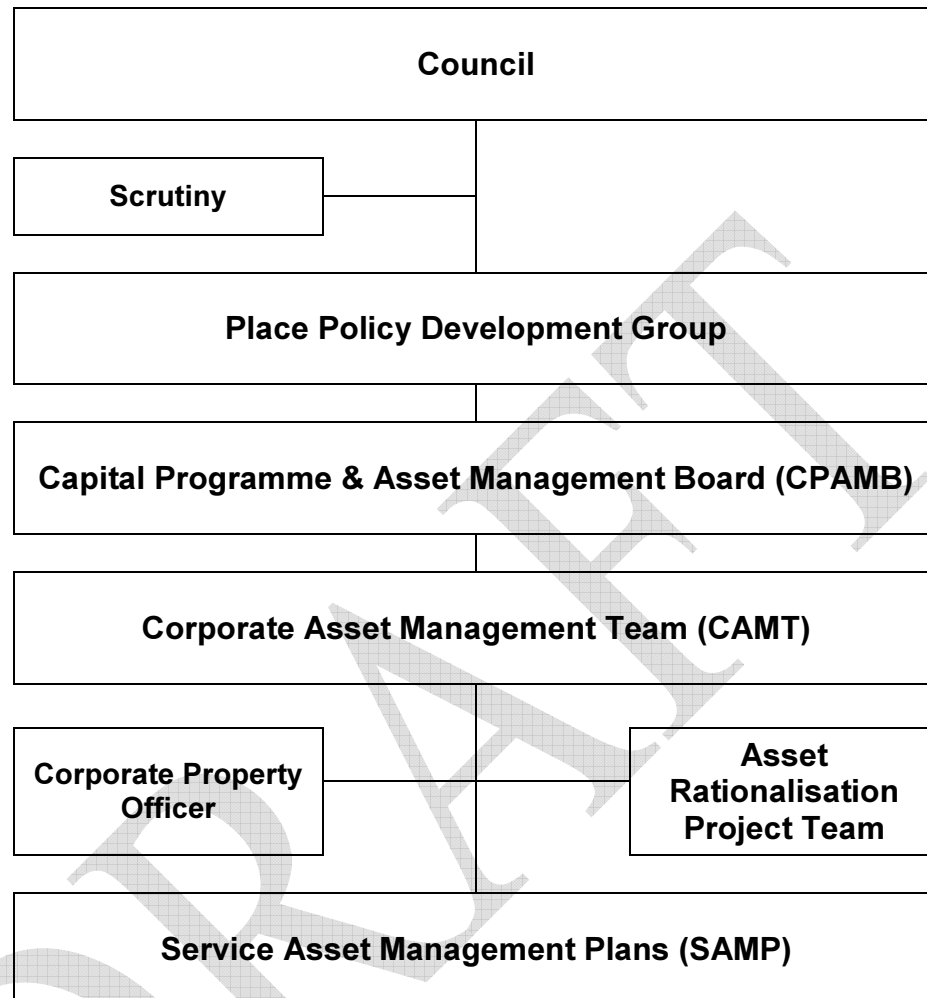
- Challenge and review the manner of use of assets
- Periodically review all assets to identify appropriate assets for alternative use or disposal
- Ensure the Council's disposal list is effectively implemented
- Ensure that non operational investment properties are performing
- Monitor running costs 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 a private developer 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: 2.0.1885.17918

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
Easting	291438	Subject to a Condition Survey	Yes
Northing	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: 2.0.1885.17918

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: 006

Name: Office

Reference: 006

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

Search Favourites Schools Exclusions etc.

**Name:** Pearl Assurance House  
**Reference:** T3037

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

**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

Depreciation Diff. 0.00  
Reval. Reserve 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

Search Favourites Schools Exclusions etc.

T3037- Pearl Assurance House  
Standard Asset

Block Details Elements SubElements Lines Details

**Block Name:** Pearl Assurance House  
**Condition Data:** True  
**Pricing Base Date:** 17/05/2007  
**Surveyed by:** Kendall Kingscott  
**Ref. Internal Area:** T3037

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

**Reports:** 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 367	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 368		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 369		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 370	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 THREE - REPAIRS AND MAINTENANCE PROGRAMME**

TORBAY COUNCIL

REPAIR & MAINTENANCE PROGRAMME

YEAR 2012/13

Budget £1,000,000

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

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

Roebuck House Offices	Mechanical Services	£15,000 C	1	7	10	0	10	27
Paignton Day Centre	Roofs	£700 B	2	3	7	10	7	27
Paignton Day Centre	Mechanical Services	£2,000 B	2	3	7	10	7	27
Paignton Day Centre	Floors and Stairs	£3,150 B	2	3	7	10	7	27
Oddicombe Beach Huts & Chalets	Electrical Services	£100 C	1	7	10	10	0	27
Oddicombe Beach Huts & Chalets	Electrical Services	£600 C	1	7	10	10	0	27
Oddicombe Beach Huts & Chalets	Electrical Services	£750 C	1	7	10	10	0	27
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	£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
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	7	24	24
Upton Valley Offices	Redecorations (Internal)	£2,500 C	2	7	7	0	10	24	24
Torre Abbey Upper Plant Room	Roofs	£150 C	2	7	7	3	7	24	24
Torre Abbey Chapel Remains	External Walls, Windows and Doors	£1,250 C	2	7	7	3	7	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	0	10	24	24
Tor Hill House	Internal Walls and Doors	£2,000 C	2	7	7	0	10	24	24
Tor Hill House	Floors and Stairs	£2,000 C	2	7	7	0	10	24	24
The Bathing House	External Areas	£3,000 C	2	7	7	10	0	24	24
Roebuck House Offices	Roofs	£3,000 C	2	7	7	0	10	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	3	7	24	24
Oddcombe Beach Huts & Chalets	Electrical Services	£1,250 C	2	7	7	10	0	24	24
Crickfield Pavilion Changing Room	Floors and Stairs	£3,900 C	2	7	7	7	3	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	10	0	24	24
Windmill Hill Changing Rooms	Mechanical Services	£50 B	2	3	7	10	3	23	23
Windmill Hill Changing Rooms	Mechanical Services	£3,000 B	2	3	7	10	3	23	23
White Rock Changing Room	Mechanical Services	£250 B	2	3	7	10	3	23	23
Victoria Park Yachting Pond	External Areas	£400 B	2	3	7	10	3	23	23
Vaughan Parade Council Offices	Electrical Services	£1,500 B	3	3	3	10	7	23	23
Vaughan Parade Council Offices	Electrical Services	£3,000 B	3	3	3	10	7	23	23
Vaughan Parade Council Offices	Electrical Services	£3,750 B	3	3	3	10	7	23	23
Vaughan Parade Council Offices	Electrical Services	£5,750 B	3	3	3	10	7	23	23
Upton Valley Offices	Mechanical Services	£2,000 B	2	3	7	3	10	23	23
Upton Valley Offices	Electrical Services	£100 B	3	3	3	7	10	23	23
Upton Valley Offices	Electrical Services	£5,000 B	3	3	3	7	10	23	23
Unit 6 (5 Paik St)	Electrical Services	£500 C	3	7	3	10	3	23	23
Unit 05 FF & Units 4,5,6 SF, East Quay, Paignton	Mechanical Services	£50 B	2	3	7	10	3	23	23
Unit 03 Second Floor, South Quay, Paignton	External Areas	£500 B	2	3	7	10	3	23	23
Torre Valley North Pavilion	Mechanical Services	£1,250 C	3	7	3	10	3	23	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	3	3	3	7	10	23	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£500 B	3	3	3	7	10	23	23
Torquay Town Hall Site-COs Complex	Mechanical Services	£1,000 B	3	3	3	7	10	23	23
Torquay Town Hall Site-COs Complex	Floors and Stairs	£10,000 B	2	3	7	3	10	23	23
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£15,100 B	2	3	7	3	10	23	23
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£25,000 D	3	10	3	0	10	23	23
Torquay Town Hall Site-COs Complex	Electrical Services	£100 B	3	3	3	7	10	23	23
Torquay Town Hall Site-COs Complex	Electrical Services	£100 B	3	3	3	7	10	23	23
Torquay Town Hall Site-COs Complex	Electrical Services	£200 B	3	3	3	7	10	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 Partial closure = 3 Medium = 3  
 A/Good = 0 Yr 4+ = 0 None = 0 Low = 0

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



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

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	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	19
Electric House Offices	Mechanical Services	£1,000 B	3	3	3	3	3	10	3	19
Electric House Offices	Mechanical Services	£2,000 B	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£250 B	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£500 B	3	3	3	3	3	10	19	
Electric House Offices	Electrical Services	£1,000 B	3	3	3	3	3	10	19	
Cricketfield Pavilion Changing Room	Mechanical Services	£1,000 B	3	3	3	3	10	3	19	
Cricketfield Pavilion Changing Room	Floors and Stairs	£800 B	3	3	3	3	10	3	19	
Cricketfield Pavilion Changing Room	Electrical Services	£100 B	3	3	3	3	10	3	19	
Churston Library	External Areas	£1,250 B	3	3	3	3	10	19	19	
Oddicombe Beach Gents Toilets	External Areas	£500 B	3	3	3	3	10	3	19	
Victoria Park Tennis Courts (2)	External Areas	£277 C	2	7	7	7	0	3	17	
Victoria Park Tennis Courts (2)	External Areas	£1,500 C	2	7	7	7	0	3	17	
Victoria Park Foot Bridge 3	External Walls, Windows and Doors	£3,000 B	4	3	0	7	7	17	17	
Victoria Park Foot Bridge 2	Floors and Stairs	£5,000 C	3	7	3	7	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£200 B	2	3	7	7	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£250 B	2	3	7	7	0	7	17	
Victoria Park Foot Bridge 1	Floors and Stairs	£3,000 B	2	3	7	7	0	7	17	
Vaughan Parade Offices	Mechanical Services	£1,000 B	2	3	7	7	0	7	17	
Vantage Point Incubation Units	Mechanical Services	£30 B	2	3	7	7	0	7	17	
Vantage Point Incubation Units	Mechanical Services	£75 B	2	3	7	7	0	7	17	
Torre Abbey Gardeners Storage Build	External Walls, Windows and Doors	£450 C	3	7	3	7	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£175 C	3	7	3	7	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£700 C	3	7	3	7	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	7	3	7	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£750 C	3	7	3	7	0	7	17	
Torre Abbey & Gardens - Remainder	External Areas	£2,750 C	3	7	3	7	0	7	17	
Torquay Town Hall Site-COs Complex	Internal Walls and Doors	£8,000 C	4	7	0	7	0	10	17	
Torquay Town Hall Site-COs Complex	External Walls, Windows and Doors	£47,250 C	4	7	0	7	0	10	17	
Torquay Central Library	Roofs	£3,000 C	4	7	0	7	0	10	17	
Torquay Central Library	Roofs	£50,000 C	4	7	0	7	0	10	17	
Tor Hill House	Roofs	£85,000 C	4	7	0	7	0	10	17	
St Marys Park Former Public Toilets	External Areas	£40 C	2	7	7	7	0	3	17	
South Sands Public Toilets	External Walls, Windows and Doors	£500 C	2	7	7	7	0	3	17	
Roebuck House Offices	External Walls, Windows and Doors	£163,000 C	4	7	0	7	0	10	17	
Parkfield Rangers Open Storage Area	External Walls, Windows and Doors	£500 B	2	3	7	7	0	7	17	
Paignton Day Centre	Roofs	£1,500 B	2	3	7	7	0	7	17	
Paignton Day Centre	Floors and Stairs	£150 B	2	3	7	7	0	7	17	
Paignton Day Centre	Floors and Stairs	£500 B	2	3	7	7	0	7	17	
Paignton Day Centre	Floors and Stairs	£2,500 B	2	3	7	7	0	7	17	
Paignton Day Centre	Fixed Furniture and Fittings	£300 B	2	3	7	7	0	7	17	
Paignton Day Centre	Fixed Furniture and Fittings	£900 B	2	3	7	7	0	7	17	
Meadfoot Beach Chalets	Roofs	£17,000 C	2	7	7	7	0	3	17	
Lincombe Drive Public Shelter	Roofs	£100 C	3	7	3	7	0	7	17	
Cricketfield Pavilion Changing Room	Ceilings	£10,560 C	2	7	7	7	0	3	17	
Cricketfield Dwelling	Floors and Stairs	£1,000 C	3	7	3	7	0	7	17	
Cockington Lodge	External Walls, Windows and Doors	£560 C	1	7	10	7	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 £1,000,000	
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
Crickfield Dwelling	Electrical Services	£200 B	3	3	3	10	3	0	16
Crickfield 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	0	16
Shoalstone Beach Changing Rooms	Ceilings	£250 B	4	3	0	10	3	0	16
Armada Park Changing Rooms	Mechanical Services	£250 B	4	3	0	10	3	0	16
Abbey Meadows Pavilion	Mechanical Services	£1,000 C	3	7	3	3	3	0	16
Public Shelter Opposite Grand Hotel	Redecorations (Internal)	£2,000 C	2	7	7	0	0	14	0

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

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

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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**  
**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 £1,000,000		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
Station Lane Car Park	Electrical Services	£25,000 B	3	3	3	0	3	3	9
St Marys Pavilion/Changing Rooms	Ceilings	£50 B	3	3	3	0	3	3	9
Shoalstone Public Toilets	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
Quaywest Toilet Block	Internal Walls and Doors	£2,750 B	3	3	3	0	3	3	9
Preston South Public Toilets	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	£250 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	Ceilings	£950 B	3	3	3	0	3	3	9
Preston Beach Office	Floors and Stairs	£76 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



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

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

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

Hollicombe Ornamental Pond	External Areas	£2,000 B	3	3	3	0	0	0	6
Festival Restaurant	Roofs	£2,250 B	3	3	3	0	0	0	6
Daddyhole Plain Shelter	Floors and Stairs	£265 B	3	3	3	0	0	0	6
Daddyhole Plain Shelter	Fixed Furniture and Fittings	£275 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Sanitary Services	£500 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Internal Walls and Doors	£3,000 B	3	3	3	0	0	0	6
Cricketfield Dwelling	Fixed Furniture and Fittings	£3,000 B	3	3	3	0	0	0	6
Cricketfield Dwelling	External Walls, Windows and Doors	£4,000 B	3	3	3	0	0	0	6
Corbyn Toilet Block & Shelter	Sanitary Services	£2,150 B	4	3	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
Ilisham / Meadfoot Public Shelter	Redecorations (Internal)	£105 B	4	3	0	0	0	0	3
Ilisham / 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**



## Appendix Four

### Capital Investment Plan 2012/13 to 2015/16

Council – 1<sup>st</sup> February 2012

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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 5)**

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

**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.**

**2.4 the Prudential Indicators for 2012/13 (Appendix 6)**

**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.

- 3.3 The draft Capital Investment Plan was available for scrutiny since December 8th 2011 and was reviewed by the Overview and Scrutiny Board on the 20<sup>th</sup>

January 2012. This final version of the Capital investment Plan incorporates a number of updates in particular for Childrens services, where the capital allocations for 2012/13 have been announced by the Department for Education.

**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 5. This is the Capital Investment Plan as reported for quarter two 2011/12 adjusted for any proposed changes in funding and schemes.
- A1.2 The Plan (including the current financial year and only including government funding where announced) totals £74 million of which £31 million is expected to be spent in 2011/12 and the remaining £43 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 has fully committed to the South Devon Link Road as a high priority scheme for the Torbay area. As previously approved the Council will fund an £18m contribution to this important scheme. The approval allows for funding to be made from prudential borrowing but other funding sources may be substituted as they come available.
- A1.5 The Council's capital allocations for education are reducing due to the number of schools within Torbay converting to Academy status. The Council is not responsible for the capital repair and maintenance of Academy schools, but remains responsible for the provision of school places, also known as "basic need". The reduced estimate of capital grant over the next four years now reflects a continued growth in the number of Academy schools.

### **A2 Estimate of Capital Funding**

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

<b>Estimate - Nov 11</b>	<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>	<b>Total £m</b>
<b>Capital Grant</b>					
- Allocated/Provisional	5.7	2.1	2.4	0	<b>10.2</b>
- Estimate	0.8	3.7	3.3	5.4	<b>13.2</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	1.0	1.0	1.0	<b>3.0</b>
<b>Total</b>	<b>7.0</b>	<b>8.3</b>	<b>8.2</b>	<b>7.9</b>	<b>31.4</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 over the next four years.
- A2.3 From the table above, for planning purposes, £31m 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 beyond 2012/13. (Where the government has previously made an announcement of future year allocations this was 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. The government un ring fenced grant funding, as at January 2012, notified but not allocated, is shown as a separate heading within Appendix One. If the estimated funding in the table above is realised then the total Plan for current and future four years could exceed £90 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	3.2
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)	0.6
Schools – Basic Need (including school places) and capital repairs – allocation to be prioritised by service	9.0
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>31.4</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 The Capital Investment Plan includes 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 Council, in February 2011 when considering the 2011/12 Capital Plan, approved that “That the Chief Finance Officer be requested to work with Council Officers to develop a scheme to start in April 2012 as part of the Capital Plan for a Community Fund of £250,000 a year. The Chief Finance Officer is tasked to identify options to fund this scheme. This fund should allow communities across Torbay to place bids for grassroots infrastructure projects. Officers should ensure that the scheme is developed to be open and transparent”. At present no funding has been identified for this scheme which could cost £1m over the four years of the Capital Investment Plan. Officers will however present a report on this proposal at a future Council meeting along with potential funding streams.

A3.5 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

A3.6 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)

A3.7 Although indicative allocations have been made the schemes will only proceed once approved by the process described in paragraph A6 below.

A3.8 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 fund the borrowing costs of the revised project. It is anticipated that these savings will be realised as office accommodation is vacated over the next two years.

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. The ongoing revenue costs will not

reach this level until 2016/17 after completion of the Link Road.

## A5 Comparison of Council Allocation to Estimated Central Government (unring 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-ring fenced, 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 Initial Allocation	Potential Government Allocation	Variance
	£m	£m	£m
Childrens – schools & social care	9.6	9.6 *	0
Transport	6.0	9.0	(3.0)
Disabled Facility Grants & Childrens adaptations	3.2	3.2	0
Adult Social Care	1.0	1.6	(0.6)
<b>Total</b>	<b>19.8</b>	<b>23.4</b>	<b>(3.6)</b>

\* Future capital grants from the Department of Education will be diverted, in part, directly to Academy schools which reduces the Council’s grant funding in future years.

A5.3 The table shows that £3.6m is proposed to be allocated from un-ring 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.

## **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.

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 A6 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.

A7.4 Repayment periods for prudential borrowing normally 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 A6 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 Investment Plan Budget.
- A9.2 The current Capital Investment Plan requires £3.4 million capital receipts from asset disposal. To date (January 2012) the Council has generated £1.1m of this total leaving a balance of £2.3m 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. An income of £1.0m per annum has been included in the capital funding table above.

**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. The Government issued a consultation document on these reforms in December 2011.

**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 – Appendix 1.

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

d) Asset Management Plan 2011/12. Appendix 2 & 3

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 £74 million 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 incorporated 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". These Prudential Indicators are required to be approved by Council.

A15.2 These indicators based on the proposed Capital Investment Plan and Revenue Budget are included as Appendix 6 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	Contributions and capital receipts could be lower	Use of professional advice of valuations



and developer contributions.		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 transport.	All capital works to be prioritised and supported by 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 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 unringfenced the Council has greater ability to allocate funding to its own local priorities. This could include consideration of the Community Fund scheme as outlined in paragraph A3.4 above.

## **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 An equalities impact assessment for the Capital investment Plan was completed as part of the 2012/13 budget process and is attached at Appendix 7. The development of individual capital projects will address 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 5 Draft Capital Plan Budget 2012/13 – 2015/16  
Appendix 6 Draft Prudential Indicators 2012/13  
Appendix 7 Combined Impact Assessment

## **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  
Capital Plan Budget Monitoring Quarter Two 2011/12

Revised 4-year Plan Jan 2012						
SUMMARY :	2011/12	2012/13	2013/14	2014/15	2015/16	Total for Plan Period
	£'000	£'000	£'000	£'000	£'000	£'000
<b>PROGRAMME :</b>						
PLACE AND ENVIRONMENT	13,395	7,222	7,217	2,942	8,700	39,476
CHILDREN, SCHOOLS & FAMILIES	13,510	6,462	0	0	0	19,972
COMMUNITIES AND LOCAL DEMOCRACY	1,000	75	0	0	0	1,075
ADULTS AND OPERATIONS	3,140	2,100	0	0	0	5,240
UNALLOCATED FUNDING	221	4,348	1,612	2,459	0	8,640
<b>TOTAL APPROVED PROGRAMME</b>	<b>31,266</b>	<b>20,207</b>	<b>8,829</b>	<b>5,401</b>	<b>8,700</b>	<b>74,403</b>
<b>FUNDING SOURCES :</b>						
BORROWING						
Supported	2,165	700	0	0	0	2,865
Unsupported ( Prudential)	3,081	4,729	5,155	2,666	8,700	24,331
GRANTS	22,338	14,097	3,444	2,735	0	42,614
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	1,807	0	0	0	0	1,807
Corporate/General Asset Sales	772	243	176	0	0	1,191
<b>TOTAL FUNDING SOURCES</b>	<b>31,266</b>	<b>20,207</b>	<b>8,829</b>	<b>5,401</b>	<b>8,700</b>	<b>74,403</b>

	Latest Est Scheme Cost	Expend in Prev Years	Revised 4-year Plan Jan 2012					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 Jan 2012					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	
<u>Sport &amp; Leisure</u>								
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	
Sanctuary - Raleigh Ave (4 Units)	32	0	32	0	0	0	32	
New Advances Budget to be allocated	515	0	390	0	125	0	515	
NGP - HCA Match Land Acquisitions	1,988	84	1,904	0	0	0	1,904	
Torbay Enterprise Project	750	385	115	250	0	0	365	
Empty Homes Scheme	500	0	0	167	166	0	500	

		Revised 4-year Plan - Jan 2012					
		Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	Total for Plan Period
Latest Est Scheme Cost	Expend in Prev Years	£'000	£'000	£'000	£'000	£'000	£'000
<b>PLACE AND ENVIRONMENT</b>		4,540	1,032	292	166	0	6,030
		£'000	£'000	£'000	£'000	£'000	£'000

	Revised 4-year Plan - Jan 2012							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>PLACE AND ENVIRONMENT</b>								
<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>13,395</b>	<b>7,222</b>	<b>7,217</b>	<b>2,942</b>	<b>8,700</b>	<b>39,476</b>
<b>FUNDING SOURCES :</b>								
<b>BORROWING</b>								
Supported			0	0	0	0	0	0
Unsupported ( Prudential)			624	2,629	5,155	2,666	8,700	19,774
<b>GRANTS</b>			9,785	4,212	2,062	276	0	16,335
<b>CONTRIBUTIONS</b>			231	138	0	0	0	369
<b>RESERVES</b>			1	0	0	0	0	1
<b>REVENUE CONTRIBUTIONS</b>			167	0	0	0	0	167
<b>CAPITAL RECEIPTS</b>								
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>13,395</b>	<b>7,222</b>	<b>7,217</b>	<b>2,942</b>	<b>8,700</b>	<b>39,476</b>

CHILDREN, SCHOOLS AND FAMILIES	Revised 4-year Plan Jan 2012							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>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 Jan 2012							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	13,351	11,537	1,582	232	0	0	0	1,814
<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>6,462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,972</b>

CHILDREN, SCHOOLS AND FAMILIES	Revised 4-year Plan Jan 2012							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	5,762	0	0	0	17,153
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>6,462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,972</b>

COMMUNITIES AND LOCAL DEMOCRACY	Revised 4-year Plan Jan 2012						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 Jan 2012					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	0	0	0	0	0	0	0	
Adult Personal Social Services	443	0	443	0	0	0	443	
<b>IT</b>								
Adult Social Care IT Infrastructure	171	153	18	0	0	0	18	
<b>COMMUNICATIONS &amp; CUSTOMER SERVICES</b>								
<u>Developments</u>								
Single Person View (IT)	200	0	200	0	0	0	200	
<b>Central Property issues</b>								
Office Rationalisation Project Ph 2 - Project Remainder	9,507	5,400	2,007	2,100	0	0	4,107	
Solar Panels for Council Properties	0	0	0	0	0	0	0	
<b>Schemes funded from LPSA Performance Reward Grant</b>								
Comino DIPS system	192	189	3	0	0	0	3	
Customer First Telephony	170	157	13	0	0	0	13	
Libraries ICT renewal	126	123	3	0	0	0	3	
Partnership shared capital	144	144	0	0	0	0	0	
IT Infrastructure	191	145	46	0	0	0	46	
			<b>2,272</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>4,372</b>	

ADULTS AND OPERATIONS	Revised 4-year Plan Jan 2012						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>OTHER CORPORATE &amp; CROSS-SERVICE ISSUES</b>							
<u>Enhancement Prior to Sale</u>							
Works required prior to disposal of surplus assets	122	118	4	0	0	0	4
Enhancement of Strategic Development Land	215	0	215	0	0	0	215
			219	0	0	0	219
<b>Total ADULTS AND OPERATIONS programme</b>			<b>3,140</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>5,240</b>
<b>FUNDING SOURCES :</b>							
BORROWING			131	0	0	0	131
Supported			2,457	2,100	0	0	4,557
Unsupported ( Prudential)			582	0	0	0	582
GRANTS			15	0	0	0	15
CONTRIBUTIONS			0	0	0	0	0
RESERVES			200	0	0	0	200
REVENUE CONTRIBUTIONS			(450)	0	0	0	(450)
CAPITAL RECEIPTS			205	0	0	0	205
Earmarked Asset Sales							
Corporate/General Asset Sales							
<b>TOTAL FUNDING SOURCES</b>			<b>3,140</b>	<b>2,100</b>	<b>0</b>	<b>0</b>	<b>5,240</b>

	Revised 4-year Plan Jan 2012							
	Latest Est Scheme Cost	Expend in Prev Years	Total 2011/12 Revised	2012/13	2013/14	2014/15	2015/16	Total for Plan Period
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>UNALLOCATED FUNDING</b>								
<b>UNALLOCATED FUNDING</b>								
<b><u>Govt Dept Non-ringfenced grants to be allocated to Projects</u></b>			370	5,948	2,132	2,459	0	10,909
Allocated to approved projects (Torre Abbey & Haldon Pier)	(3,400)		(750)	(1,900)	(750)	0	0	(3,400)
<b><u>General Capital Contingency</u></b>	1,131		601	300	230	0	0	1,131
<b>Total UNALLOCATED FUNDING</b>			<b>221</b>	<b>4,348</b>	<b>1,612</b>	<b>2,459</b>	<b>0</b>	<b>8,640</b>
<b>FUNDING SOURCES :</b>								
<b>BORROWING</b>								
Supported			0	0	0	0	0	0
Unsupported ( Prudential)			0	0	0	0	0	0
<b>GRANTS</b>			(380)	4,048	1,382	2,459	0	7,509
<b>CONTRIBUTIONS</b>			0	0	0	0	0	0
<b>RESERVES</b>			416	300	54	0	0	770
<b>REVENUE CONTRIBUTIONS</b>			0	0	0	0	0	0
<b>CAPITAL RECEIPTS</b>								
Earmarked Asset Sales			0	0	0	0	0	0
Corporate/General Asset Sales			185	0	176	0	0	361
<b>TOTAL FUNDING SOURCES</b>			<b>221</b>	<b>4,348</b>	<b>1,612</b>	<b>2,459</b>	<b>0</b>	<b>8,640</b>

## Torbay Council Prudential Indicators 2012/13 and Future Years

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)

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)	(65)	(64)	(60)
<b>Net Borrowing</b>	<b>71</b>	<b>86</b>	<b>88</b>	<b>89</b>	<b>93</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>97</b>	<b>97</b>	<b>151</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>20</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.

<b>Capital Financing Requirement as at 31/3/12 (estimated)</b>	<b>Outturn 2011/12</b>
	<b>£m</b>
Opening Balance 1/4/11	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.

**Budget Proposals 2012/13: Major Decision: Business Unit : Finance – Capital Investment Plan**

**Combined Impact Assessment: Full assessment (Part 2)**

The Council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a Council we need to ensure that we are able to deliver the savings that we need to make from the 1<sup>st</sup> April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

**Name:** Paul Looby

**Position:** Chief Finance Officer

**Business Unit:** Finance

**Department:** Finance

**Date:** January 2012

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 If earlier or later state date	Risks / impact of proposals	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
<p>The Capital Investment Plan – outline of the level of new resources likely to be available for capital spending and their allocation to capital schemes over the next four year period – 2012/13-2015/16</p>	See summary below	See summary below	See summary below	1/4/12	<ul style="list-style-type: none"> <li>Potential risks</li> <li>Impact on community</li> <li>Knock on impact to other agencies</li> </ul> <ul style="list-style-type: none"> <li>Impact of economic conditions on capital receipts and developer contributions</li> <li>Reaction of central government departments to the Council's proposed use of local freedoms in allocating grants.</li> <li>Reduction in capital allocations</li> <li>Reduction in Council capital expenditure</li> <li>Uncertainty over future year government allocations for supported borrowing and capital grants.</li> <li>The effect on service provision of not undertaking high priority projects</li> <li>The robustness of business plans.</li> </ul>			X

Stage 1: Purpose of the proposal

No	Question	Details
1.	Clearly set out the purpose of the proposal	<p>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.</p> <p>As outlined in Report Capital Investment Plan 2012/13 2015/16 (<a href="http://www.torbay.gov.uk/app4-cip1213.doc">http://www.torbay.gov.uk/app4-cip1213.doc</a>)</p>

No	Question	Details
2.	Who is intended to benefit / who is affected by the proposal?	The Capital Investment Plan sets provisional four year totals for all Council services including 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. As the majority of capital funding from central government from 2011/12 is now un ring fenced the Council has greater ability to allocate funding to its own local priorities. To this effect there is potential for all members of the community to benefit/be affected by this proposal.
3.	What is the intended outcome?	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.  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.

### Stage 2: Evidence, Consultation and Engagement

No	Question	Details
4.0 4.1 4.2	Have you considered the available evidence and how have you consulted on the proposal?	The Capital Investment Plan is an overarching document that accompanies the Capital Strategy to allocate resources to capital projects. It is a means by which the council delivers part of its key aims and objectives. Allocation of the capital funding has been based on a number of factors (see paragraph A3.5 of Plan).  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.

### Stage 3: Impact Assessment

No	Question	Details
5.	Identify the potential positive and negative impacts on specific groups	The potential positive and negative impacts of the Capital Investment Plan are outlined in the table below. However, it should be noted that each of the individual capital schemes within the Plan will need to undertake their own consultation and impact assessments.

No	Question	Details	
		Positive Impact	Negative Impact
	All groups in society generally	<p>The Capital Investment Plan is a means by which the council delivers parts of its aims and objectives, as outlined in the Mayoral priorities, and therefore has the potential to impact on all members of the community.</p> <p>The proposed capital investment plan is aligned to the Mayoral priorities, and is able to do so through by being able to take advantage of substantial investment in areas such as Schools and Children's centres to focus on areas of regeneration and Job growth.</p> <p>It should be noted that detailed equality impact assessments are carried out on all projects as part of the business cases and is a core element in the decision making process.</p>	<p>The Capital Investment Plan is a means by which the council delivers parts of its aims and objectives, as outlined in the Mayoral priorities, and therefore has the potential to impact on all members of the community.</p> <p>The proposed capital investment plan is aligned to the Mayoral priorities, and is able to do so through by being able to take advantage of substantial investment in areas such as Schools and Children's centres to focus on areas of regeneration and Job growth.</p> <p>It should be noted that detailed equality impact assessments are carried out on all projects as part of the business cases and is a core element in the decision making process.</p>
	Older or younger people	As above	As above
	People with caring responsibilities	No potential impact identified.	No potential impact identified.
	People with a disability	No potential impact identified.	No potential impact identified.
	Women or men	No potential impact identified.	No potential impact identified.
	People who are black or from a minority ethnic background (BME)	No potential impact identified.	No potential impact identified.
	People who are lesbian, gay or bisexual	No potential impact identified.	No potential impact identified.
	People who are transgendered	No potential impact identified.	No potential impact identified.



No	Question	Details
	People who may have a particular religion/belief/no belief	No potential impact identified.
	People who are in a marriage or civil partnership	No potential impact identified.
	Women who are pregnant / on maternity leave	No potential impact identified.
	Socio-economic impacts	There is a potential negative impact on people living in deprived communities if capital projects relating to economic regeneration are focused on certain areas of the Bay and not others. Each individual capital project needs to undertake a separate consultation and equality impact assessment to determine the socio-economic impacts on the community.
6. To what extent are your proposals to other agencies?		There is a potential knock on impact on other agencies especially relating to the allocation of un ring fenced funding, such as the Torbay Care Trust for Adult Social Care, as well as potential impacts relating to match funding requirements for certain projects (i.e. Environment Agency, English Heritage).
7. What other decisions you are making?		The Capital Investment Plan in inextricably linked to the Revenue Budget Proposals for 2012/13.
8. Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?		The Capital Investment Plan is a means by which the council delivers parts of its aims and objectives. Therefore, potentially all members of the community could benefit from the capital schemes as outlined in the plan thereby promoting equality of opportunity. The main priorities of members relate to sympathetic regeneration and boosting local employment. The majority of capital funding from central government is now un ring fenced and as the allocation of funding is based on priorities there is likely to be a positive impact on the socio-economic benefits to the wider community.

#### Stage 4: Course of Action

No	Action	Details
9.	State a course of action	<b>Outcome 2: Adjustments to remove barriers</b> – Action to remove the barriers identified or to better promote equality.
10.	Identify any plans to alleviate any negative impacts	The CIA has identified potential barriers in relation to how the allocation of un ring fenced funding is allocated. However, funding will be allocated based on member priorities predominantly focused on Place and Environment. Each Capital Project will also need to conduct its own consultation and impact assessment. The Capital Plan is monitored quarterly through the Capital Monitoring Report.

#### Stage 5: Monitoring

No	Action	Details
11.	Outline plans to monitor the actual impact of proposals	The capital plan will be updated and any recommendations for schemes to be approved by Council included in the next quarterly Capital Monitoring Report.

Notes:

- The Equality Duty needs to be an integral part of the decision making process. Decision makers must consider what information he/she has and what further information may be needed in order to give proper consideration to the Equality Duty.
- Commissioned services – No delegation. Public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it and that they do so in practice.

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## Action plan / mitigating actions

Please detail below any actions / mitigating actions you need to take: -

No.	Action	Reason for action / mitigating action	Responsibility	Deadline date
1	The capital plan will be updated and any recommendations for schemes to be approved by Council included in the next quarterly Capital Monitoring Report.	Ensure potential impacts monitored.	Martin Phillips - Finance	Quarterly
2	Each Capital Project to conduct own consultation and impact assessment.	Ensure potential impacts monitored. Capital approval process & business case	Project Leads	Dependent on project timescales.
3				
4				
5				
6				

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