

E-mail: comsec@teignbridge.gov.uk

10 February 2022

FULL COUNCIL

A meeting of the **Full Council** will be held on **Tuesday, 22nd February, 2022** in the **Buckland Athletic, Kingskerswell Road, Newton Abbot, TQ12 5JU** at **10.00 am**

PHIL SHEARS
Managing Director

Membership:

Councillors Austen, Bradford, Bullivant, Clarence, Colclough, Connett, Cook, D Cox, H Cox, Daws, Dewhirst, Eden, Evans (Vice-Chair), Foden, Goodman-Bradbury, Gribble, Haines, Hayes, Hocking, G Hook, J Hook, Jeffery, Jeffries, Jenks, Keeling, Kerswell, MacGregor, Morgan, Mullone, Nutley, Nuttall, Orme, Parker-Khan, Parker (Chair), Patch, Peart, J Petherick, L Petherick, Phipps, Purser, Rollason, Russell, Swain, Taylor, Thorne, Tume and Wrigley

Please Note: The public can view the live streaming of the meeting at [via our Youtube Page](#) with the exception where there are confidential or exempt items, which may need to be considered in the absence of the press and public.

A G E N D A

Part I

1. **Apologies for absence**

2. **Minutes**

(Pages 7 - 10)

To approve as a correct record and sign the minutes of the previous Council meeting.

3. **Announcements (if any)**

Announcements only from the Chair of Council, Leader, Members of the Executive or the Managing Director.

4. **Declarations of interest (if any)**

5. **Budget and Council Tax 2022/23**

(Pages 11 -
104)

6. **Public Questions (if any)**

Members of the public may ask questions. A maximum period of 15 minutes will be allowed with a maximum period of three minutes per questioner.

The deadline for questions is no later than 12 noon two working days before the date of the meeting.

7. **Future High Street Fund - Newton Abbot Market**

(Pages 105 -
164)

Part II: Item suggested for discussion with the press and public excluded

8. **Local Government (Access to Information) Act 1985 -
Exclusion of Press and Public**

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the Press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

9. **Future High Street Fund - Newton Abbot Market**

(Pages 165 -
182)

10. **Local Government (Access to Information) Act 1985**

To recommend that the following items be discussed with the press and public present.

11. **Recommendation from Executive - Council Tax Reduction
Scheme**

The Executive Member for Corporate Services will present the recommendation from [Executive 8th February, 2022](#).

RECOMMENDED to Council that:-

- (1) The existing provisions within the Scheme be used to increase the upper income threshold in Band 1 from £75.00 to £78.00 and the lower threshold in Band B from £75.01 to £78.01; and
- (2) The Council Tax Reduction Scheme (attached as Appendix A) be adopted for the year 2022/23.

12. **Recommendation from Executive - Dog PSPO Review**

The Executive Member for Executive Member for Recycling, Household Waste and Environmental Health will present the recommendation from [Executive 8th February, 2022](#).

RECOMMENDED to Council to approve the continuation of the Public Space Protection Order (PSPO) for Responsible Dog Ownership under ss59 to 75 of the Anti-Social Crime and Policing Act 2014, taking into account the following recommendations of the Task and Finish Group;

- (1) That the lead length should be reduced to one metre and it should be a fixed type lead; and
- (2) Officers increase the signage in key locations to inform the public of the controls.

13. **Recommendation from Strata Joint Executive - Strata Budget**

The Deputy Leader will present the recommendation of [Strata - Joint Executive Committee on Wednesday 19th January 2022](#).

RECOMMENDED that the following be approved by East Devon District Council, Exeter City Council and Teignbridge District Council Full Councils:-

- (1) The interim Strata Business Plan noting that a new version of the Strata Business Plan would be completed and brought back for approval once the three authorities had undertaken their Digital and IT Strategy work and Agilisys had completed their review of Strata;
- (2) The provision of the PowerBI Premium of £70,000, this to be apportioned to the three authorities as per the percentages in the Strata Contract;
- (3) The total Strata Services Solutions Ltd budget of £7,371,549 as portioned below:-
East Devon District Council - £2,866,318
Exeter City Council – £2,444,655
Teignbridge District Council - £2,060,576; and
- (4) Capital requirements budget for the next 12 months of:
Public Switched Telephone Network Replacement - Exeter City Council - £40,000
Exeter City Council Civic Centre HFX Door Access Replacement - £100,000
System upgrade costs – 2012 server replacement - £100,000 apportioned as below:-
 - Exeter City Council - £35,936
 - East Devon District Council - £36,692
 - Teignbridge District Council - £27,372Geographic Information Systems Cloud Migration £10,000 apportioned as

below

- Exeter City Council - £3,594
- East Devon District Council - £3,669
- Teignbridge District Council - £2,737

14. **Recommendation from Strata Joint Executive - Terms of Reference**

The Deputy Leader will present the recommendation of [Strata - Joint Executive Committee on Wednesday 19th January 2022](#).

RECOMMENDED to East Devon District Council, Exeter City Council and Teignbridge District Council that Strata's Joint Executive Committee terms of reference be amended to allow for the officer representation to be the Chief Executive or their nominee of the three constituent authorities (rather than the Chief Executive).

15. **Cycling and By-laws Newton Abbot** (Pages 183 - 206)

16. **Recommendation from Procedures - Notice of Motion**

The Chair of Procedures Committee will present the recommendation from [Friday, 28th January, 2022](#).

RECOMMENDED to Full Council that:-

- (1) 4.3.2(e): public questions - "*the business of the meeting*" be amended to read to "*the business of the council*";
- (2) Section 6, Schedule 2 row 2B3: minor amendments to the constitution, to add in after minor changes "*i.e. change which no Group Leader feels is significant in that it fundamentally changes existing provisions*"; and
- (3) To modified the constitution to use gender neutral language throughout to replace references to *chairman* with *chair* and *he/his* with *they/their*.

17. **Recommendation from Procedures Committee - Public and Member Questions time lines**

The Chair of Procedures Committee will present the recommendation from [Friday, 28th January, 2022](#).

RECOMMENDED to Full Council that the time lines for *submitting public and member questions to committee be three clear working days before the meeting i.e should the meeting be on a Thursday the deadline would be the Friday before at 5pm.*

18. Notices of Motion

Notice of Motion's shall be referred to the appropriate Committee meeting. The mover of the motion can outline the proposal and then it will stand adjourned. The motion may be debated to assist debate later if agreed by two-thirds of Council Members.

Notice of Motion 1

The following motion on the Police, Crime, Sentencing and Courts Bill has been presented by presented by Cllr G Hook and supported by Cllrs Dewhirst, J Hook, Jeffries, Keeling, Nutley, Nuttall, Rollason and Swain.

Do Members agree with me that the Chair/Leader should write to the Home Secretary and to the local MPs on behalf of this Council expressing the following opinion. Namely,

“Teignbridge Council supports the police in all its endeavours to uphold the law of the land and defend residents from any criminality. However, it is critical of the unnecessary draft legislation currently progressing through Parliament which threatens the very core of our democracy, namely the right to peaceful protest and assembly.

The Police, Crime, Sentencing and Courts Bill currently proceeding through Parliament is considered to be a direct threat in various ways to the civil liberties and democratic traditions of this country, currently enjoyed by all citizens, namely the right to peaceful protest. In its current form the Bill seeks to empower the police to arrest participants in peaceful protest for simply carrying a banner and to give the Home Secretary the authority to define what is "reasonable". Something which this Council considers to be unacceptable”.

The Bill is criticised by MPs of all parties; it is criticised by numerous former high-ranking police officers and chiefs, who have stated that the bill is " a threat to democracy"; 350 organisations have written to the Home Secretary condemning the bill. The Police Federation and Association of Police and Crime Commissioners have not been consulted on the protest measures in the bill.

19. Councillor Questions (if any)

Members of the Council may ask questions of the Council subject to procedural rules.

The deadline for questions is no later than three clear working days before the meeting.

If you would like this information in another format, please telephone 01626 361101 or e-mail info@teignbridge.gov.uk

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Full Council

Thursday, 13 January 2022

Present:

Councillors Bradford, Bullivant, Clarence, Colclough, Connett, Cook, D Cox, H Cox, Daws, Dewhirst, Evans (Vice-Chair), Goodman-Bradbury, Gribble, Hocking, G Hook, J Hook, Jeffery, Jenks, Keeling, Kerswell, MacGregor, Morgan, Mullone, Nutley, Nuttall, Parker (Chair), Patch, J Petherick, Phipps, Purser, Rollason, Russell, Swain, Taylor, Thorne and Wrigley

Apologies:

Councillors Austen, Eden, Foden, Haines, Hayes, Jeffries, Orme, Parker-Khan, Peart, L Petherick and Tume

Officers in Attendance:

Democratic Services Officer, Chief Finance Officer & Head of Corporate Services, Trainee Democratic Services Officer, Democratic Services Team Leader & Deputy Monitoring Officer, Managing Director, Administrative Assistant and Head of Legal Services & Monitoring Officer to the Council

1 Minutes

It was proposed by the Executive Member for Sport, Recreation and Culture, seconded by the Executive Member for Planning that the minutes be approved.

The minutes of the meeting on 30 November 2021 were approved and signed as a correct record by the Chair.

2 Announcements

The Chair on behalf of the Council congratulated two residents from Teignbridge, Brian Smith and Dr Jill Diprose who have both been recognised with a British Empire Medal in the New Year's Honours List and Karime Hassan the Chief Executive at Exeter City Council who was awarded an MBE.

He brought to Member's attention the Westbank Community Health & Care who have been awarded the Queens Award for Voluntary Services presented by Her Majesty's Lord-Lieutenant of Devon.

The Chair announced that on 06 January 2022, an Appointment and Remuneration Panel had considered a complaint made by Councillor Patch against Paul Woodhead, namely that he had breached the Officers' Code of Conduct. Having considered the information presented to it, which included counsel's opinion, the Panel unanimously determined that no breach of the Officers' Code of Conduct had occurred and no further action is required. The Panel requested that Members be informed that the estimated costs of dealing with this complaint in terms of officer time and necessary external legal support,

amount to £6,130.

3 Declarations of interest

Cllr D Cox declared in interest in respect of minute no.6 as a Member of Teignmouth Town Council.

4 Council Tax Base 2022/23

It was proposed by the Executive Member for Corporate Resources and seconded by the Leader that the recommendation be approved.

RESOLVED that the council tax base of 49,633 for 2022/23 be approved.

5 Public Questions

Public questions and responses attached.

The relevant Executive Member responded to the supplementary questions arising therefrom - [see live stream 13 Jan 2022](#)

6 Play Area Refurbishment - The Den Teignmouth

The Executive Member for Sport, Recreation and Culture proposed the recommendation, this was seconded by Cllr Macgregor.

Member were informed that it was anticipated the works would be completed before the summer holidays this year.

RESOLVED that:-

- (1) Capital expenditure of £280k be approved, to be funded from CIL and S106 contributions, for refurbishment works as outlined in this report for the play area at the Den Teignmouth; and
- (2) The Head of Operational Services be granted delegated authority, in consultation with the Chief Finance Officer and Executive Member for Leisure and Green Spaces to accept the most economically advantageous tender for the works.

7 Recommendation from Audit Scrutiny Committee - Appointment Process - External Audit

The Chair of Audit Scrutiny Committee proposed the recommendation, this was seconded by Cllr Bullivant.

The Chief Finance Officer clarified that the external audit was a financial audit looking at value for money and included housing benefits.

RESOLVED that the acceptance of the invitation to opt in to the national scheme for auditor appointments from April 2023 be approved.

8 Recommendation from Executive - Notice of Motion - moving with the times - 21st Century Councils

The Leader proposed the recommendation, this was seconded by Executive Member for Recycling, Household Waste and Environmental.

Cllr Macgregor proposed an amendment that the recommendation should include a request to Government that there was implementation of a full set of regulations and constitutional matters in connection with virtual meetings, this was seconded by Cllr Daws, Cllr Patch proposed an addition to include a review by Overview and Scrutiny into how virtual meetings had operated since the beginning of their use should be undertaken, Cllr Macgregor and Cllr Daws agreed to this addition. This amendment was put to the vote and lost.

The substantive recommendations were put to the vote and it was:-

RESOLVED to:-

- (1) Write to the Department of Levelling Up, Housing and Communities (DLUHC) urging a permanent amendment to the meeting rules set out in the Local Government Act 1972 be enabling local authorities to hold virtual, hybrid or physical meetings;
- (2) Write to the Members of Parliament serving Teignbridge to ask for support for this flexible approach to council meetings; and
- (3) Continue to explore the use of technology to develop online meetings to attract a wider audience once our request has been successful.

9 Councillor Questions

Member's questions and responses are attached to minutes.

The relevant Executive Member responded to the supplementary questions arising therefrom - [see live stream 13 Jan 2022](#)

The meeting started at 10.00 am and finished at 11.16 am.

Chair

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**Teignbridge District Council
Council
22 February 2022
Part i**

BUDGET AND COUNCIL TAX 2022/23

Purpose of Report

To consider a recommendation from the Executive in relation to the Final Financial Plan Proposals 2021/22 to 2024/25. The information set out below is intended to assist the Council in its consideration of the Executive's budget proposals. The Executive Member for Corporate Resources will present the Executive's proposals.

Recommendation(s)

- a That the Teignbridge band D council tax for 2022/23 is increased by 2.78% or £5 to £185.17 per annum**
- b That general reserves are increased to 12.8% of the net revenue budget for 2022/23 or just over £2.0 million**
- c That £100,000 of the general reserve balance in any one year continues to be available to the Executive to meet unexpected expenditure in addition to the agreed revenue budget**
- d All other decisions with regard to budgetary change will be approved by reference to virement rules in the financial instructions**
- e That the summary revenue budget for 2022/23 is £16.1 million as shown at appendix 4. In particular the revenue budget includes:**
 - Assumptions of a 2.0% pay from 1 April 2022**
 - Revenue contributions to fund capital continue to be suspended in the medium term to protect the revenue budget**
 - Voluntary grants are amended as detailed at 8 February Executive minute number 12 and adjusted in 2022/23 by virement**
 - A 'Tidy Teignbridge' pot is introduced for 2022/23 at £40,000 per annum for 2 years**
 - The councillors community fund grant is increased to £1,200 each and adjusted in 2022/23 by virement**
 - A payment of £1,000,000 to reduce the pension deficit**

- f** That fees and charges are approved as shown summarised at appendix 6.
- g** That the capital programme as shown at appendix 7 is approved. In particular this includes:
- **Increasing jobs and homes through continuing support for housing whilst backing business and encouraging community-led planning. Work has begun on the Teignbridge 100 affordable housing project with a second site in Newton Abbot nearing completion. An increasing rented programme across urban and rural sites has commenced and delivery will continue over the next 3 years of the programme.**
 - **Increased investment for climate change projects following successful funding bids for low carbon heating and energy system improvements. Schemes are underway at leisure sites and Council offices with further provisions under the Carbon Action Plan.**
 - **Infrastructure delivery plan investment contributing to improving education, transport links, sports and open spaces**

Regeneration investment, including one hotel in Newton Abbot funded mainly from prudential borrowing. The funding offer from the Government Future High Street Fund for grant of £9.2 million aimed at improving town centres was confirmed. This will have a positive impact on Newton Abbot and the wider Teignbridge economy. Co-funding includes CIL, grant from other sources and prudential borrowing. There is also an indicative provision for employment site investment to be funded through prudential borrowing. A business case will be brought to members for consideration once it is finalised.

- h** That the prudential indicators are noted and the prudential limits approved all as set out in appendix 10
- i** That the updated treasury management strategy statement and authorised lending list as set out in appendix 11 is approved together with the capital strategy in appendix 11a
- j** That each scheme will be considered on its merits as explained at the end of appendix 11 to decide the calculation of minimum revenue provision for capital expenditure in 2022/23
- k** That the council tax resolutions as recommended in appendix 14 are approved

Financial Implications

The financial implications are contained throughout the report. The main purpose being to approve the level of council tax for Teignbridge and associated resolutions, the final budget proposals for both revenue and capital budgets and medium term financial plan covering the years 2021/22 to 2024/25 and the prudential limits.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk

Legal Implications

Council is required under general local government law including as part of the setting of council tax etc., as well as the budget and policy framework procedure rules in the constitution (section 7(a) and 7 (b)) to approve a budget each year. See also section 3 of the report.

Paul Woodhead – Head of Legal Services & Monitoring Officer

Tel: 01626 215139 Email: paul.woodhead@teignbridge.gov.uk

Risk Assessment

The main risk is not setting a balanced budget and the impact on reserves. An assessment of future funding are a significant concern with changes anticipated for 2023/24 in relation to business rates retention and new homes bonus and an alternative funding stream to replace New Homes Bonus if this is scrapped. A programme of identifying savings or increased income is required to meet the budget gaps for future years if additional funding is not provided from Government.

Martin Flitcroft – Chief Finance Officer

Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk

Environmental/ Climate Change Implications

The revenue budget supports the funding of a Climate Change Officer and associated revenue budget and capital projects are highlighted which contribute towards our climate change objectives in appendix 7 – capital programme. Additional temporary staffing resources are proposed within the revenue budget to assist with the implementation of various works to meet our climate change aspirations.

David Eaton – Environmental Protection Manager

Tel: 01626 215064 Email: david.eaton@teignbridge.gov.uk

Report Author

Martin Flitcroft – Chief Finance Officer
Tel: 01626 215246 Email: martin.flitcroft@teignbridge.gov.uk

Executive Member

Councillor Richard Keeling – Executive Member for Resources

Appendices/Background Papers

App 1 – Budget timetable 2022/23
App 2 – Recommended council tax base 2022/23
App 3 – Council tax calculator 2022/23
App 4 – Summary revenue plan 2021/22 onwards
App 5 – Revenue budget detail
App 6 – Fees and charges summary
App 7 – Capital programme
App 8 – Financial plan sensitivity and risk analysis
App 9 – equality impact assessment
App 10 – recommended prudential borrowing indicators
App 11 – treasury management statement, authorized lending list and minimum revenue provision annual statement
App 11a – Capital strategy
App 12 – consultation report
App 13 – draft minute of the Executive meeting held on 8 February 2022 relating to the final financial plan proposals 2022/23 to 2024/25
Appendix 14 – council tax resolutions 2022/23

Budget and settlement files
The Constitution

1. PURPOSE

- 1.1 To consider a recommendation from the Executive in relation to the Final Financial Plan Proposals 2022/23 to 2024/25. The information set out below is intended to assist the Council in its consideration of the Executive's budget proposals. The Executive Member for Corporate Resources will present the Executive's proposals.
- 1.2 The final financial plan proposals 2022/23 to 2024/25 as per agenda item 8 Overview and Scrutiny 1, 1 February 2022 and agenda item 8 Overview and Scrutiny 2, 2 February 2022 and agenda item 7 Executive 8 February 2022 have been issued. These include the detailed budget background; a complete budget pack will be issued to all Members once relevant information has been finalised. The proposals include recommended revenue and capital budgets for 2022/23 and planned in outline for 2023/24 and 2024/25.

- 1.3 Appendices 1 to 7 were attached to both the Overview & Scrutiny 1 and 2 and Executive agendas. The recommended figures are based on the provisional settlement as the final settlement had not been agreed. The final settlement has now been received and there have been no material changes.
- 1.4 A sensitivity and risk analysis is added at appendix 8 as part of the assessment of the robustness of the budget and adequacy of the reserves. See also 2.4 below. New mainly technical appendices 9 to 14 are being added to the website as they become available. The full council pack together with all appendices will be issued as we have the final recommended precepts from county, fire and police.

2. FINANCIAL PLAN SUMMARY

In considering the recommendation from the Executive the Council may wish to have regard to the following points.

2.1 A financial background for 2022/23 of:

- Teignbridge has received a one year government settlement for 2022/23. The government is now suggesting a review of future core funding in 2022/23 with changes from 2023/24. The baseline is likely to be reset. New homes bonus has reduced and identified as being scrapped in future years with no clarity on its replacement in 2023/24. There are no legacy payments on the 2022/23 bonus.
- We have benefitted from previous savings plans and restructuring efficiencies are still producing cost reductions. This budget also gains from the Strata partnership.
We are in the first year of Better 2022 (previously BEST2020).

The budget process has required £2.6 million of earmarked reserves to balance the budget in 2022/23, a further use of £3.3 million of earmarked reserves in 2023/24 and £2.6 million in 2024/25. Further work will be required to identify savings/generate income to balance the on-going budget gap and protect our earmarked reserves.

- We are operating within our updated ten year Strategy taking us to 2030. This sets the tone for contributing to civic life and ensuring public services focus on 'place and person' while remaining accountable, fair and value for money. At the heart are the Teignbridge Ten overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district.
- The economy continues to be fragile. We have had to accommodate the significant changes to our medium term financial plan brought about by

the Covid 19 pandemic. This has created significant financial uncertainties for the future. We have left European Union – the outcomes of which are difficult to determine due to Covid and are still being analysed.

Teignbridge has continued to see reduced income in 2021/22 with only partial support from Government. This support will not continue in 2022/23.

- The assumption of a 2.0% pay rise from 1 April 2022.
 - No council tax freeze grants are available for 2022/23. A referendum would be triggered in 2022/23 if the band D council tax increase is equal to or above 2% AND is above £5
- 2.2 The budget detail in appendix 5 clearly shows the responsible Executive member as in recent years to provide transparent accountability.
- 2.3 The capital programme funding includes community infrastructure levy for local plan projects. Contributions from revenue remain at zero to support the pressure on the revenue budget.
- 2.4 The chief finance officer is designated under section 151 of the Local Government Act 1972. He endorses the recommendations made in this report and discharges his duty under section 25 of the Local Government Act 2003 to report to the Council on the following matters:
- a) the robustness of the estimates made for the purposes of the council tax calculations; and
 - b) the adequacy of the proposed financial reserves.
- The relevant detailed sensitivity and risk analysis is shown at appendix 8.
- There are enough reserves in the short to medium term to balance the budget in a context of falling resources and income streams. This includes heavy use of earmarked reserves. Risks are therefore manageable at present. If action is not taken promptly to balance the medium term position the Council will face challenging decisions that can be managed or avoided by a strategic approach now.
- 2.5 An equality impact assessment has been carried out on the financial plan 2022/23 and this is shown at appendix 9.
- 2.6 Recommended updated prudential indicators are shown at appendix 10. An updated treasury management statement, incorporating policy statement, clauses to be adopted, investment strategy including authorised lending list and minimum revenue provision statement is at appendix 11. The capital strategy is at appendix 11a. Both the treasury management statement and capital strategy are linked to the proposed revenue and capital budgets and have regard to affordability, prudence and sustainability as required by the

latest Chartered Institute of Public Finance and Accountancy Prudential Code 2017 and Treasury Management Code 2017.

- 2.6.1 Indicators 1 to 4 of the prudential indicators are calculated from the proposed revenue and capital budgets and have been changed accordingly.
- 2.6.2 The authorised lending list at appendix 11 takes account of the latest ratings for banks and building societies.
- 2.7 The budget proposals have been published and considered by Overview & Scrutiny 1 and 2 and at two meetings of town and parish councils.
- 2.8 A budget survey was put on the website and publicised to encourage feedback. In particular it was brought to the attention of businesses, the residents' panel and Teignbridge relationship groups. Responses are included for member consideration as appendix 12 to the Council budget papers.
- 2.9 Also included is a recommendation to pass the formal council tax resolutions which are set out in appendix 14. These are technical resolutions which are required to be passed by law by the Council and take into account the requirements of our precepting bodies.
- 2.10 Final decisions are being made by police, county and fire on 28 January, 17 and 18 February respectively and members will be advised accordingly.

3. LEGAL / JUSTIFICATION

Council is required under the budget and policy framework procedure rules in the constitution (section 7(a) and 7(b)) to approve a budget to Council each year).

In coming to a decision in relation to the revenue budget and the council tax, the Council and Councillors have the following legal duties:

- a. To act in accordance with their statutory duties and responsibilities;
- b. To act reasonably; and
- c. To have careful regard to their fiduciary duty to its rate payers and Council tax payers.

The Council has a clear legal duty to set a balanced budget. A resolution not to set a Council tax would be unlawful so would be a resolution to set a Council tax which deliberately did not balance the budget.

The meaning of fiduciary duty is more difficult to define but can be summarised as a duty to conduct administration in a business-like manner with reasonable care, skill and caution and with due regards to the council's rate payers. When discharging their fiduciary duties councillors will need to consider the following:

- a. Prudent use of the council's resources, including the raising of income and the control of expenditure;
- b. Financial prudence both long and short term;
- c. Striking a fair balance between the interest of the council tax payers on the one hand and the community interest and adequate and efficient services on the other hand; and
- d. Acting in good faith with a view to complying with statutory duties and exercising its statutory powers for the benefit of the community.

Restriction on voting

Members' attention is drawn to the provisions of S.106 of the Local Government Finance Act 1992 which applies to members where: they are present at a meeting of full Council, Executive or relevant Committee and at the time of the meeting an amount of Council tax and has remained unpaid for at least 2 months and any budget or Council tax calculation or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting. In these circumstances, any such members shall at the meeting and as soon as practical after its commencement disclose the fact that S.106 applies to them and shall not vote on any question concerning budget setting. Failure to comply with these requirements is a criminal offence unless such member can prove that they did not know S.106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at that meeting.

Budget timetable 2022/23

	October	November	December	January	February
Government (Chancellor) Autumn Spending Round Statement	27th				
Provisional local government settlement			16th		
Town/parish initial budget/precept meeting			16th		
Executive papers sent out - initial budget proposals			17th		
Start of formal six weeks consultation period			16th		
Budget survey emailed to businesses			16th		
Executive - agree initial financial plan proposals including council tax base				4th	
Overview & Scrutiny 1 & 2 - consider Executive's financial plan				10th/11th	
Council - approve council tax base				13th	
Town/parish follow up budget/precept meeting				20th	
Final settlement expected				31st	
Deadline for business rates retention estimate to government, county and fire				31st	
Police and Crime Panel consider precept and approve				28th	
Overview & Scrutiny 1 & 2 - consider Executive's final financial proposals					1st/2nd
Executive - agree final financial plan proposals, including budget monitoring					8th
County Cabinet 10.30am budget meeting					11th
Devon County Council 2.15pm - set county precept and council tax					17th
Fire Authority - set fire precept and council tax					18th
Council meeting - consider financial proposals and council tax resolution					22nd
Reserve county budget meeting 10am if required					22nd
Close council tax accounts and start bills print unless delayed if council tax not set					24th
Reserve Council budget meeting if required					24th

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Section 1

Council Tax Base adjustment for Council Tax Support (CTS) and estimated growth						
	Estimated 22/23 Band D Number	21/22 Council Tax £	Estimated Income £	Estimated Collection Rate %	Estimated Net Income £	Estimated 22/23 Base
Full band D at November 2021	55,294.2	2,099.47	116,088,510			
less CTS at November 2021	<u>-5,200.6</u>	2,099.47	<u>-10,918,500</u>			
Starting point based on Nov 2021	50,093.6		105,170,010			
Anticipated growth at 1%	500.7	2,099.47	1,051,200			
Total (rounded)	50,594.3	2,099.47	106,221,210	98.1%	104,202,990	49,633

Section 2

2022/23 Expected Council Tax (CT) Income at Current Council Tax Levels compared with 2021/22				
Preceptor	Estimated CT Base Number	21/22 Council Tax £	Expected income £	
2022/23 expected income (rounded)				
Towns and parishes	49,633	81.46	4,043,100	
District	49,633	180.17	8,942,380	
County	49,633	1,511.28	75,009,360	
Fire	49,633	90.00	4,466,970	
Police	49,633	236.56	11,741,180	
Total (rounded) shows a 2.5% increase in expected income		2,099.47	104,202,990	
2021/22 expected income (rounded)				
Towns and parishes	48,410	81.46	3,943,470	
District	48,410	180.17	8,722,030	
County	48,410	1,511.28	73,161,065	
Fire	48,410	90.00	4,356,900	
Police	48,410	236.56	11,451,870	
Total (rounded)		2,099.47	101,635,340	

To show the extra Council Tax in 2022/23 that would be collected for varying increases by percentage and value.

Teignbridge Band D Council Tax 2021/22 (excluding parish precepts) **£180.17**
 Approved Council Tax Base 2022/23 (at 98.1% collection rate) **[a] 49,633**

Varying increases in Council Tax for 2022/23			Total Band D Council Tax 2022/23	Increase in Council Tax income for 2022/23	[b] Total Council Tax income 2022/23
%	Per Year £	Per Week £	Per Year £	Per Year £	Per Year £
0.00	0.00	0.00	180.17	0	8,942,380
				No council tax freeze grant	0
				Total income	8,942,380
0.29	0.52	0.01	180.69	25,810	8,968,190
0.56	1.00	0.02	181.17	49,630	8,992,010
1.00	1.80	0.03	181.97	89,340	9,031,720
1.11	2.00	0.04	182.17	99,260	9,041,640
1.44	2.60	0.05	182.77	129,040	9,071,420
1.67	3.00	0.06	183.17	148,900	9,091,280
1.99	3.59	0.07	183.76	178,180	9,120,560
2.22	4.00	0.08	184.17	198,530	9,140,910
2.78	5.00	0.10	185.17	248,160	9,190,540

Note:

- [a]** Council Tax Base of 49,633 for 2022/23 approved by Council on 13 January 2022
- [b]** Total Council Tax income is calculated by multiplying the Band D Council Tax by the recommended Council Tax Base of 49,633
- [c]** No council tax freeze grant. Referendum limit proposed by government as higher of 2% or above £5 for Band D.

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Revenue Budget Summary

Appendix 4

Revenue Budget	2021-22 Forecast	2021-22 Latest	2022-23 Forecast	2023-24 Forecast	2024-25 Forecast
	£	£	£	£	£
EXPENDITURE					
1 Employees	20,947,310	20,477,420	22,445,940	21,883,670	21,922,030
2 Property	4,919,380	4,784,160	5,049,690	5,197,290	5,390,370
3 Services & supplies	8,654,090	6,497,660	5,597,990	5,669,440	5,752,210
4 Grant payments	25,175,750	26,517,260	21,606,120	19,606,120	17,566,120
5 Transport	756,430	732,450	811,440	827,770	845,740
6 Leasing & capital charges	1,660,430	1,845,760	1,692,160	1,952,330	2,319,780
7 Contributions to capital	0	387,340	0	0	0
8 Total expenditure	62,113,390	61,242,050	57,203,340	55,136,620	53,796,250
INCOME					
9 Sales	-381,450	-583,290	-581,450	-598,890	-616,860
10 Fees & charges	-10,501,050	-8,929,510	-10,280,900	-10,589,330	-10,907,010
11 Grants - income	-26,544,070	-28,650,740	-21,868,660	-19,868,660	-17,868,660
12 Property income	-3,350,260	-2,982,990	-3,100,730	-3,486,750	-3,921,560
13 Other income & recharges	-2,727,380	-3,501,670	-2,621,940	-2,700,600	-2,781,620
14 Transfer from (-) / to earmarked reserves	-3,314,200	-1,119,540	-2,644,030	-3,338,740	-2,640,330
15 Total income	-46,818,410	-45,767,740	-41,097,710	-40,582,970	-38,736,040
16 Total net service cost	15,294,980	15,474,310	16,105,630	14,553,650	15,060,210
Funding					
17 Council tax	-8,722,030	-8,722,030	-9,190,540	-9,533,070	-9,881,630
18 Council tax/community charge surplus(-) / deficit	26,200	0	-62,310	0	0
19 Revenue support grant	0	0	0	0	0
20 Rates baseline funding	-3,393,800	-3,393,800	-3,393,800	-3,603,000	-3,661,000
21 Estimated rates retention and pooling gain	-1,339,070	-1,492,200	-1,752,200	-100,000	-200,000
22 New homes bonus	-1,484,520	-1,484,520	-1,270,200	0	0
23 Alternative housing funding	0	0	0	-1,000,000	-1,000,000
24 Other grants	-381,760	-381,760	-436,580	-317,580	-317,580
25 Budget gap (-) to be found	0	0	0	0	0
26 Total funding	-15,294,980	-15,474,310	-16,105,630	-14,553,650	-15,060,210
27 -Surplus/shortfall	0	0	0	0	0
28 General reserves at end of year	1,986,659	2,059,681	2,059,681	2,059,681	2,059,681
29 General reserves as % of net revenue budget	13.0%	13.3%	12.8%	14.2%	13.7%

All Services

		2020-21	2021-22	2022-23
Managing Director/Head Of Service		Actual	Outturn	Budget
		£	£	£
Corporate Services				
A Pujol	Business Improvement & Development	462,351	358,310	428,340
A Pujol	Communications	233,134	397,880	432,790
M Flitcroft	Democratic Services	713,553	733,680	745,890
P Shears	Electoral Services	187,228	223,730	198,900
M Flitcroft	Finance	631,352	754,910	785,920
P Shears	Human Resources	479,256	527,630	521,010
M Flitcroft	Internal Audit & Information Governance	162,573	203,010	268,200
M Flitcroft	Legal	342,795	411,870	416,820
M Flitcroft	Procurement	26,762	39,100	42,330
P Shears	Strategic Leadership Team	469,841	473,470	486,990
		3,708,845	4,123,590	4,327,190
Strategic Place				
N Blaney	Building Control	(182,861)	(62,370)	(58,210)
A Pujol	Customer Services	544,728	662,280	685,210
N Blaney	Development Management	465,284	714,040	543,790
N Blaney	Economy & Assets	126,903	17,480	358,120
A Pujol	Housing	1,154,941	1,241,950	1,329,500
N Blaney	Parking	(1,430,808)	(2,597,130)	(2,962,410)
A Pujol	Revenues & Benefits	403,467	329,360	728,310
N Blaney	Spatial Planning	225,888	526,880	526,460
		1,307,542	832,490	1,150,770
Environment, Health & Wellbeing				
L Montgomery	Community Safety	114,351	118,360	115,270
L Montgomery	Environmental Health	951,375	1,191,830	1,189,890
L Montgomery	Green Spaces & Active Leisure	973,181	1,122,320	1,170,610
L Montgomery	Leisure	1,258,586	969,440	981,190
L Montgomery	Licensing	(21,200)	(24,830)	(40,330)
L Montgomery	Resorts	59,520	86,280	163,730
L Montgomery	Waste, Recycling & Cleansing	5,540,411	6,106,360	6,167,000
		8,876,223	9,569,760	9,747,360
Total all services		13,892,610	14,525,840	15,225,320
Financing Items		18,815	561,130	880,310
Totals per actual/budget papers		13,911,426	15,086,970	16,105,630
Contributions to Capital		130,121	387,340	-
Totals per actual/budget papers		14,041,547	15,474,310	16,105,630

Notes:

There is a glossary of terms at the end of this appendix

Executive Member: Gary Taylor		2020-21		2021-22		2022-23	
Manager: Nigel Hunt		Actual		Outturn		Budget	
Activity Area: Building Control		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	21.5	874,987	20.5	937,560	22.0	1,021,450	
Property		33,737		29,820		29,820	
Services & Supplies		107,218		116,450		116,360	
Grant Payments		-		-		-	
Transport		39,731		59,260		61,050	
Leasing & capital charges		-		-		-	
		1,055,674		1,143,090		1,228,680	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges	-	976,622	-	980,300	-	1,055,900	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	261,914	-	208,130	-	230,990	
Transfers from earmarked reserves		-		17,030		-	
		(1,238,535)		(1,205,460)		(1,286,890)	
Service Cost		(182,861)		(62,370)		(58,210)	
Service cost - £'s per head of population		-1.36		-0.46		-0.43	

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Lloyd Purchase		Actual		Outturn		Budget	
Activity Area: Business Transformation		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	7.5	265,020	5.0	193,860	5.0	286,860	
Property		70,896		24,790		13,110	
Services & Supplies		52,122		168,280		102,420	
Grant Payments		191,101		24,180		26,000	
Transport		563		870		520	
Leasing & capital charges		-		-		-	
		579,702		411,980		428,910	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income	-	567	-	570	-	570	
Grants - income	-	104,906	-	37,830	-	-	
Other income & recharges	-	11,878	-	14,270	-	-	
Transfers from earmarked reserves		-		1,000		-	
		(117,351)		(53,670)		(570)	
Service Cost		462,351		358,310		428,340	
Service cost - £'s per head of population		3.45		2.65		3.15	

Executive Member:	Alan Connett					
Manager:	Louise Raymond					
Activity Area:	Communications					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	181,952	4.0	194,850	5.0	241,540
	Property	3,416		3,440		3,440
	Services & Supplies	47,995		51,840		57,940
	Grant Payments	-		147,750		129,170
	Transport	-		-		700
	Leasing & capital charges	-		-		-
		233,363		397,880		432,790
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	229	-	-		-
	Transfers from earmarked reserves	-		-		-
		(229)		0		0
Service Cost		233,134		397,880		432,790
Service cost - £'s per head of population		1.74		2.95		3.18

Executive Member:	Martin Wrigley					
Manager:	Rebecca Hewitt					
Activity Area:	Community Safety					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	113,227	2.0	106,900	2.0	103,610
	Property	3,265		1,820		1,820
	Services & Supplies	7,080		7,540		7,740
	Grant Payments	69,872		124,160		-
	Transport	907		2,100		2,100
	Leasing & capital charges	-		-		-
		194,352		242,520		115,270
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	14,727	-	85,270		-
	Other income & recharges	65,273	-	38,890		-
	Transfers from earmarked reserves	-		-		-
		(80,001)		(124,160)		0
Service Cost		114,351		118,360		115,270
Service cost - £'s per head of population		0.85		0.88		0.85

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Tracey Hooper		Actual		Outturn		Budget	
Activity Area: Customer Services		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	22.5	465,506	22.0	528,710	19.0	549,370	
Property		9,526		24,660		9,590	
Services & Supplies		69,696		108,910		126,250	
Grant Payments		-		-		-	
Transport		-		-		-	
Leasing & capital charges		-		-		-	
		<u>544,728</u>		<u>662,280</u>		<u>685,210</u>	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges		-		-		-	
Transfers from earmarked reserves		-		-		-	
		<u>0</u>		<u>0</u>		<u>0</u>	
Service Cost		<u>544,728</u>		<u>662,280</u>		<u>685,210</u>	
Service cost - £'s per head of population		4.06		4.90		5.03	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Sarah Selway		Actual		Outturn		Budget	
Activity Area: Democratic Services		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	3.5	560,262	3.5	568,860	3.0	572,520	
Property		5,326		6,390		5,360	
Services & Supplies		114,674		118,030		119,890	
Grant Payments		37,190		47,000		47,000	
Transport		-		-		1,120	
Leasing & capital charges		-		-		-	
		<u>717,452</u>		<u>740,280</u>		<u>745,890</u>	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	3,899		-		-	
Transfers from earmarked reserves		-	-	6,600		-	
		<u>(3,899)</u>		<u>(6,600)</u>		<u>0</u>	
Service Cost		<u>713,553</u>		<u>733,680</u>		<u>745,890</u>	
Service cost - £'s per head of population		5.32		5.43		5.48	

Executive Member:	Gary Taylor					
Manager:	Ros Eastman					
Activity Area:	Development Management					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,251,045	33.0	1,346,860	32.0	1,275,720
	Property	55,315		59,760		60,260
	Services & Supplies	271,191		358,850		273,050
	Grant Payments	-		-		-
	Transport	19,153		27,550		27,550
	Leasing & capital charges	-		-		-
		1,596,705		1,793,020		1,636,580
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	930,513	-	861,910	-	1,092,370
	Property Income	-		-		-
	Grants - income	-		6,000		-
	Other income & recharges	200,908	-	172,770	-	420
	Transfers from earmarked reserves	-		38,300		-
		(1,131,421)		(1,078,980)		(1,092,790)
	Service Cost	465,284		714,040		543,790
	Service cost - £'s per head of population	3.47		5.29		4.00

Executive Member:	Nina Jeffries/Richard Keeling					
Manager:	Fergus Pate and Stephen Forsey					
Activity Area:	Economy & Assets					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,105,047	41.5	1,031,210	35.0	1,487,910
	Property	674,185		885,590		752,040
	Services & Supplies	934,703		582,310		387,340
	Grant Payments	5,461,218		2,466,430		1,130
	Transport	4,987		12,820		12,760
	Leasing & capital charges	-		-		-
		8,180,140		4,978,360		2,641,180
	<u>INCOME</u>					
	Sales	4,636	-	300	-	300
	Fees & Charges	68,718	-	100,260	-	102,130
	Property Income	2,046,056	-	1,922,900	-	2,029,740
	Grants - income	5,535,153	-	2,572,900	-	-
	Other income & recharges	398,673	-	352,640	-	150,890
	Transfers from earmarked reserves	-		11,880		-
		(8,053,237)		(4,960,880)		(2,283,060)
	Service Cost	126,903		17,480		358,120
	Service cost - £'s per head of population	0.95		0.13		2.63

Executive Member:	Alan Connett					
Manager:	Cathy Ruelens					
Activity Area:	Electoral Services					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	107,434	3.0	126,690	2.0	97,710
	Property	7,392		29,340		7,340
	Services & Supplies	119,567		224,710		95,720
	Grant Payments	-		-		-
	Transport	80		290		290
	Leasing & capital charges	-		-		-
		234,473		381,030		201,060
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	2,047		2,160		2,160
	Property Income	-		-		-
	Grants - income	9,392		-		-
	Other income & recharges	35,806		155,140		-
	Transfers from earmarked reserves	-		-		-
		(47,245)		(157,300)		(2,160)
Service Cost		187,228		223,730		198,900
Service cost - £'s per head of population		1.40		1.66		1.46

Executive Member:	Alistair Dewhirst					
Manager:	David Eaton and Paul Nicholls					
Activity Area:	Environmental Health					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	790,540	23.0	890,930	22.5	907,470
	Property	54,425		60,820		57,570
	Services & Supplies	202,643		251,840		249,010
	Grant Payments	-		-		-
	Transport	23,518		31,750		32,190
	Leasing & capital charges	6,324		6,330		3,000
		1,077,450		1,241,670		1,249,240
	<u>INCOME</u>					
	Sales	5,226		6,000		6,000
	Fees & Charges	22,721		28,160		38,910
	Property Income	-		-		-
	Grants - income	55,421		-		-
	Other income & recharges	42,707		10,510		14,440
	Transfers from earmarked reserves	-		5,170		-
		(126,075)		(49,840)		(59,350)
Service Cost		951,375		1,191,830		1,189,890
Service cost - £'s per head of population		7.09		8.83		8.74

Executive Member: Richard Keeling		2020-21		2021-22		2022-23	
Manager: Martin Flitcroft		Actual		Outturn		Budget	
Activity Area: Finance		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	14.5	597,557	15.5	702,350	15.5	743,090	
Property		20,299		20,440		20,440	
Services & Supplies		43,380		53,560		42,590	
Grant Payments		-		-		-	
Transport		120		-		530	
Leasing & capital charges		-		-		-	
		661,356		776,350		806,650	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	30,003	-	21,440	-	20,730	
Transfers from earmarked reserves		-		-		-	
		(30,003)		(21,440)		(20,730)	
Service Cost		631,352		754,910		785,920	
Service cost - £'s per head of population		4.71		5.59		5.77	

Executive Member: John Nutley		2020-21		2021-22		2022-23	
Manager: Lorraine Montgomery		Actual		Outturn		Budget	
Activity Area: Green Spaces & Active Leisure		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	13.5	405,164	10.5	381,740	10.5	419,630	
Property		812,049		966,860		974,660	
Services & Supplies		311,401		273,320		217,700	
Grant Payments		589		4,400		4,750	
Transport		10,155		10,770		10,490	
Leasing & capital charges		-		-		-	
		1,539,358		1,637,090		1,627,230	
<u>INCOME</u>							
Sales	-	2,204	-	2,690	-	1,280	
Fees & Charges	-	208,009	-	249,290	-	252,490	
Property Income	-	161,334	-	162,470	-	180,520	
Grants - income	-	27,817	-	8,150	-	-	
Other income & recharges	-	166,814	-	75,820	-	22,330	
Transfers from earmarked reserves		-		16,350		-	
		(566,177)		(514,770)		(456,620)	
Service Cost		973,181		1,122,320		1,170,610	
Service cost - £'s per head of population		7.25		8.31		8.60	

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Amanda Pujol		Actual		Outturn		Budget	
Activity Area: Housing		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	31.0	1,541,190	32.0	1,435,120	25.5	1,041,290	
Property		395,833		368,780		372,040	
Services & Supplies		672,183		671,830		613,440	
Grant Payments		526,342		579,270		503,860	
Transport		27,978		20,190		19,630	
Leasing & capital charges		-		-		-	
		3,163,525		3,075,190		2,550,260	
<u>INCOME</u>							
Sales	-	1,550	-	1,200	-	1,200	
Fees & Charges	-	3,780	-	1,520	-	1,380	
Property Income	-	563,051	-	595,020	-	610,220	
Grants - income	-	1,189,119	-	1,030,570	-	531,770	
Other income & recharges	-	251,084	-	111,600	-	76,190	
Transfers from earmarked reserves	-	-	-	93,330	-	-	
		(2,008,585)		(1,833,240)		(1,220,760)	
Service Cost		1,154,941		1,241,950		1,329,500	
Service cost - £'s per head of population		8.61		9.20		9.77	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Tim Slater		Actual		Outturn		Budget	
Activity Area: Human Resources		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	7.0	337,622	8.0	374,970	8.0	388,650	
Property		15,697		15,720		15,720	
Services & Supplies		125,539		136,790		116,110	
Grant Payments		-		-		-	
Transport		398		150		530	
Leasing & capital charges		-		-		-	
		479,256		527,630		521,010	
<u>INCOME</u>							
Sales	-	-	-	-	-	-	
Fees & Charges	-	-	-	-	-	-	
Property Income	-	-	-	-	-	-	
Grants - income	-	-	-	-	-	-	
Other income & recharges	-	-	-	-	-	-	
Transfers from earmarked reserves	-	-	-	-	-	-	
		0		0		0	
Service Cost		479,256		527,630		521,010	
Service cost - £'s per head of population		3.57		3.91		3.83	

Executive Member:	Richard Keeling	2020-21		2021-22		2022-23
Manager:	Sue Heath	Actual		Outturn		Budget
Activity Area:	Internal Audit & Information Governance	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		3.5	149,426	3.5	182,660	247,670
Property			7,947		8,000	8,000
Services & Supplies			13,160		12,780	12,910
Grant Payments			-		-	-
Transport			-		130	180
Leasing & capital charges			-		-	-
			170,533		203,570	268,760
<u>INCOME</u>						
Sales			-		-	-
Fees & Charges			-		-	-
Property Income			-		-	-
Grants - income			-		-	-
Other income & recharges		-	7,960	-	560	560
Transfers from earmarked reserves			-		-	-
			(7,960)		(560)	(560)
Service Cost			162,573		203,010	268,200
Service cost - £'s per head of population			1.21		1.50	1.97

Executive Member:	Richard Keeling	2020-21		2021-22		2022-23
Manager:	Paul Woodhead	Actual		Outturn		Budget
Activity Area:	Legal	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		6.0	344,286	7.0	399,460	409,660
Property			10,557		10,770	10,630
Services & Supplies			39,617		43,530	38,280
Grant Payments			-		-	-
Transport			15		-	440
Leasing & capital charges			-		-	-
			394,474		453,760	459,010
<u>INCOME</u>						
Sales			-		-	-
Fees & Charges		-	40,617	-	39,300	40,200
Property Income			-		-	-
Grants - income			-		-	-
Other income & recharges		-	11,063	-	2,590	1,990
Transfers from earmarked reserves			-		-	-
			(51,680)		(41,890)	(42,190)
Service Cost			342,795		411,870	416,820
Service cost - £'s per head of population			2.56		3.05	3.06

Executive Member:	John Nutley					
Manager:	James Teed					
Activity Area:	Leisure					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	69.5	1,311,474	69.0	1,308,450	66.0	1,746,780
Property		715,951		804,670		893,710
Services & Supplies		228,434		318,920		328,470
Grant Payments		-		15,000		15,000
Transport		1,926		4,430		4,430
Leasing & capital charges		1,305		5,140		2,010
		2,259,090		2,456,610		2,990,400
	<u>INCOME</u>					
Sales	-	966	-	11,170	-	10,740
Fees & Charges	-	310,068	-	1,304,520	-	1,820,840
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	689,470	-	171,480	-	177,630
Transfers from earmarked reserves		-		-		-
		(1,000,505)		(1,487,170)		(2,009,210)
Service Cost		1,258,586		969,440		981,190
Service cost - £'s per head of population		9.38		7.18		7.21

Executive Member:	Alistair Dewhirst					
Manager:	Andrea Furness					
Activity Area:	Licensing					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	3.4	111,289	3.0	112,660	3.0	116,250
Property		6,305		6,350		6,350
Services & Supplies		45,853		51,860		51,480
Grant Payments		-		-		-
Transport	-	127		360		270
Leasing & capital charges		-		-		-
		163,319		171,230		174,350
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges	-	183,922	-	194,460	-	214,680
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	597		-		-
Transfers from earmarked reserves		-		1,600		-
		(184,519)		(196,060)		(214,680)
Service Cost		(21,200)		(24,830)		(40,330)
Service cost - £'s per head of population		-0.16		-0.18		-0.30

Executive Member: Nina Jeffries		2020-21		2021-22		2022-23	
Manager: Stephen Forsey		Actual		Outturn		Budget	
Activity Area: Parking		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	9.0	252,571	9.0	256,920	9.0	262,470	
Property		711,177		699,410		735,690	
Services & Supplies		275,046		351,740		313,590	
Grant Payments		1,313		-		-	
Transport		1,709		3,650		3,650	
Leasing & capital charges		9,164		9,160		4,600	
		1,250,980		1,320,880		1,320,000	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges	-	2,457,611	-	3,811,560	-	4,177,430	
Property Income	-	142,184	-	52,370	-	51,060	
Grants - income		-		-		-	
Other income & recharges	-	81,993	-	53,920	-	53,920	
Transfers from earmarked reserves		-		160		-	
		(2,681,787)		(3,918,010)		(4,282,410)	
Service Cost		(1,430,808)		(2,597,130)		(2,962,410)	
Service cost - £'s per head of population		-10.66		-19.23		-21.77	

Executive Member: Richard Keeling		2020-21		2021-22		2022-23	
Manager: Rosanna Wilson		Actual		Outturn		Budget	
Activity Area: Procurement & Commissioning		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	1.0	55,215	1.0	57,380	1.0	58,870	
Property		3,642		3,670		3,670	
Services & Supplies		3,692		5,360		5,670	
Grant Payments		-		-		-	
Transport		104		-		60	
Leasing & capital charges		-		-		-	
		62,652		66,410		68,270	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	35,890	-	27,310	-	25,940	
Transfers from earmarked reserves		-		-		-	
		(35,890)		(27,310)		(25,940)	
Service Cost		26,762		39,100		42,330	
Service cost - £'s per head of population		0.20		0.29		0.31	

Executive Member:	John Nutley					
Manager:	Sarah Holgate					
Activity Area:	Resorts					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	186,427	9.5	160,450	9.5	254,260
	Property	77,464		81,860		59,530
	Services & Supplies	46,921		83,510		73,270
	Grant Payments	-		-		-
	Transport	2,205		3,530		4,130
	Leasing & capital charges	-		-		-
		313,018		329,350		391,190
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	14,095		13,640		13,380
	Property Income	226,442		226,110		210,760
	Grants - income	-		-		-
	Other income & recharges	12,960		3,320		3,320
	Transfers from earmarked reserves	-		-		-
		(253,497)		(243,070)		(227,460)
Service Cost		59,520		86,280		163,730
Service cost - £'s per head of population		0.44		0.64		1.20

Executive Member:	Richard Keeling					
Manager:	Tracey Hooper					
Activity Area:	Revenues & Benefits					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	788,232	30.5	855,780	28.0	949,040
	Property	91,867		92,280		74,480
	Services & Supplies	700,390		732,850		687,510
	Grant Payments	25,574,203		23,072,980		20,839,210
	Transport	64		2,020		1,870
	Leasing & capital charges	-		-		-
		27,154,627		24,755,910		22,552,110
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	80,529		137,500		137,500
	Property Income	-		-		-
	Grants - income	26,322,661		23,756,080		21,308,790
	Other income & recharges	347,971		494,780		377,510
	Transfers from earmarked reserves	-		38,190		-
		(26,751,160)		(24,426,550)		(21,823,800)
Service Cost		403,467		329,360		728,310
Service cost - £'s per head of population		3.01		2.44		5.35

Executive Member: Gary Taylor		2020-21		2021-22		2022-23	
Manager: Michelle Luscombe/Fergus Pate		Actual		Outturn		Budget	
Activity Area: Spatial Planning		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	9.5	440,265	8.5	405,350	8.5	420,290	
Property		8,926		8,990		8,990	
Services & Supplies		91,974		253,700		112,750	
Grant Payments		-		12,610		-	
Transport		48		4,190		4,480	
Leasing & capital charges		-		-		-	
		541,212		684,840		546,510	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges	-	0	-	50	-	50	
Property Income		-		-		-	
Grants - income	-	200,792	-	12,610	-	20,000	
Other income & recharges	-	114,533	-	40,160	-	-	
Transfers from earmarked reserves		-		105,140		-	
		(315,325)		(157,960)		(20,050)	
Service Cost		225,888		526,880		526,460	
Service cost - £'s per head of population		1.68		3.90		3.87	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Phil Shears		Actual		Outturn		Budget	
Activity Area: Strategic Leadership Team		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	5.0	440,613	5.0	439,810	5.0	453,490	
Property		15,036		15,140		15,140	
Services & Supplies		12,906		14,470		14,310	
Grant Payments		-		-		-	
Transport		1,389		4,320		4,320	
Leasing & capital charges		-		-		-	
		469,944		473,740		487,260	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	103	-	270	-	270	
Transfers from earmarked reserves		-		-		-	
		(103)		(270)		(270)	
Service Cost		469,841		473,470		486,990	
Service cost - £'s per head of population		3.50		3.51		3.58	

Executive Member:	Alistair Dewhirst	2020-21		2021-22		2022-23
Manager:	Chris Braines	Actual		Outturn		Budget
Activity Area:	Waste, Recycling & Cleansing	FTE	£	FTE	£	FTE
<u>EXPENDITURE</u>						
Employees	179.0	5,396,361	182.0	5,741,250	185.0	6,050,450
Property		526,403		526,960		549,900
Services & Supplies		1,036,876		1,092,290		955,480
Grant Payments		-		23,480		40,000
Transport		494,086		584,160		658,240
Leasing & capital charges		1,352,852		1,418,840		1,198,900
		8,806,578		9,386,980		9,452,970
<u>INCOME</u>						
Sales	-	430,966	-	561,930	-	561,930
Fees & Charges	-	1,087,600	-	1,204,880	-	1,331,480
Property Income	-	13,433	-	14,400	-	18,000
Grants - income	-	-	-	23,480	-	-
Other income & recharges	-	1,734,168	-	1,475,930	-	1,374,560
Transfers from earmarked reserves		-		-		-
		(3,266,168)		(3,280,620)		(3,285,970)
Service Cost		5,540,411		6,106,360		6,167,000
Service cost - £'s per head of population		41.30		45.22		45.31

Glossary

Column Headings

2020-21 Actual – the actual cost of the service for last year

2021-22 Outturn – the likely cost of the service for this year

2022-23 Budget – the budget proposed for the service for next year

FTE – the budgeted full time equivalent average permanent staff numbers for the year

The numbers ignore spend on agency staff/temporary staff and Members allowances

Expenditure

Employees – includes staff related costs such as salaries, training, recruitment and employee insurance

Property – all property related costs including rent, rates, utilities, repairs, maintenance, cleaning and property insurance (including central offices and depot costs)

Services and Supplies – covers the purchase of goods and services including items such as printing, stationery, contractors, postage, telephones, specialist fees & Strata

Grant Payments – specific payments for grants and rent subsidies including rent allowances, council tax benefit, councillors' community fund and rural aid

Transport – includes fuel, vehicle repairs and maintenance, travel and subsistence costs

Leasing - includes cost of vehicles and equipment subject to lease and/or rental agreement

Income

Sales – income from the sale of items including recycled materials

Fees & Charges – income generated from services where we charge a fee, including car parks, land charges,

leisure, planning and building regulation

Grant Income – this identifies grants mainly toward specific costs such as rent allowances

Property Income – income related to property such as rent, rights and lettings

Other Income – income not covered by any of the above including contributions to costs

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Final Proposed Fees and Charges














Appendix 6

Income 2022-23







Service	Actual	Probable	Proposed	Dept Total	Department
	2020-21	2021-22	2022-23	2022-23	
	£	£	£	£	
Building Control	- 976,622	- 980,300	- 1,055,900	- 1,055,900	Building Control
Land Charges	- 245,111	- 214,000	- 212,000		
Planning	- 685,909	- 638,940	- 870,000		
Planning Admin	8,646	2,050	2,050		
Street Naming	- 8,139	- 6,920	- 8,320	- 1,092,370	Development Management
Livestock Market	- 3,897	- 4,700	- 2,590		
Old Forde house	- 3,807	- 9,250	- 9,000		
Retail Market	- 61,015	- 86,310	- 90,540	- 102,130	Economy & Assets
Electoral Registration	- 2,047	- 2,160	- 2,160	- 2,160	Electoral Services
Dog Control	- 997	- 750	- 150		
Health & Food Safety	- 1,787	- 4,160	- 9,160		
Health Licence Fees	- 16,542	- 20,700	- 24,850		
Litter Clearance	- 3,350	- 2,500	- 4,700		
Nuisance Parking	-	- 50	- 50		
Private Water Supply Sampling	- 45	-	-	- 38,910	Environmental Health
Amenity & Conservation Sites	- 764	- 1,200	- 1,860		
Cemetery Fees	- 154,340	- 151,200	- 166,320		
Shaldon Golf	- 44,993	- 81,570	- 70,200		
Sports Pitches	- 7,911	- 15,320	- 14,110	- 252,490	Green Spaces & Active Leisure
Housing	- 3,780	- 1,520	- 1,380	- 1,380	Housing
Legal Fees	- 40,617	- 39,300	- 40,200	- 40,200	Legal
Broadmeadow Sports Centre	- 9,273	- 28,280	- 74,620		
Dawlish Leisure Centre	- 28,771	- 136,740	- 185,280		
Leisure Childcare	597	-	-		
Leisure Memberships	- 225,426	- 794,970	- 1,069,690		
Newton Abbot Leisure Centre	- 47,195	- 344,530	- 453,180		
Outdoor Pools	-	-	- 38,070	- 1,820,840	Leisure
Gambling Act 2006	- 18,576	- 20,700	- 25,080		
Hackney Carriage	- 47,376	- 53,070	- 61,280		
Licensing Act 2004	- 117,970	- 120,690	- 128,320	- 214,680	Licensing
Car Parks	- 2,457,611	- 3,811,560	- 4,177,430	- 4,177,430	Parking
Beach huts	810	- 8,880	- 8,550		
Boat Storage	- 14,905	- 4,760	- 4,760		
Leisure Events	-	-	70	- 13,380	Resorts
Council Tax	- 80,529	- 137,500	- 137,500	- 137,500	Revenues & Benefits
Local Development Framework	- 0	- 50	- 50	- 50	Spatial Planning
Abandoned Vehicles	574	-	-		
Commercial Waste / Household Refuse	- 1,079,418	- 1,196,580	- 1,323,180		
Composting	- 83	-	-		
Toilets for Disabled	- 54	- 50	- 50		
Vehicle Workshop	- 8,618	- 8,250	- 8,250	- 1,331,480	Waste, Recycling & Cleansing
Grand Totals:	- 6,386,851	- 8,929,510	- 10,280,900	- 10,280,900	

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**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2021-22 TO 2024-25**

						38,477	25,888	26,577	29,931	24,011	
Code /bid no.	Asset/Service Area		Description	Provision?	C/ ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
						BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
						2021-22	2021-22	2022-23	2023-24	2024-25	
						£'000	£'000	£'000	£'000	£'000	
						(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
KG1	Bakers Park		Bakers Park development (S106)	No	V		185				8. Out and about and active
KL1	Broadband		Contribution to Superfast Broadband subject to procurement arrangements (RS) (2022/23) subject to satisfactory assurances No of funds being spent within Teignbridge area.					250			6. Investing in prosperity
Provision	Broadmeadow Sports Centre		Provision for Broadmeadow Sports Centre Improvement Plan (S106/BC).	Yes		1,675			838	837	8. Out and about and active
KF1	Broadmeadow Sports Centre		Replacement roof (S106,CIL)	No			668				8. Out and about and active
KM4	Car parks		Replacement of pay on foot with pay and display machines (CR)	No	C V		63				3. Going to town
KM6	Car parks		Machines for new sites and replacement machines where required. (CR)	No	C V		10				3. Going to town
KJ8	Chudleigh		Pump track (S106)	No	C V		76				8. Out and about and active
KY5	Climate Change		Carbon reduction projects (CR)	No	V		232				10. Action on climate
Provision	Climate Change		Provision for heating and fabric improvements at Forde House (PB)	Yes		815					10. Action on climate
KY6	Climate Change		Forde House Decarbonisation and Flexible Working Arrangements (GG,CR,PB,RS)	No			2,110	1,690			10. Action on climate
Provision	Climate Change		Provision for Solar PV (PB)	Yes		75			75		10. Action on climate
Provision	Climate Change		Provision for Carbon Action Plan (PB)	Yes		310	-	378	864		10. Action on climate
Provision	Climate Change		Provision for Public Sector Decarbonisation Scheme 3rd Phase Project (GG, PB)	Yes				1,000			10. Action on climate
Provision	Climate Change		Energy infrastructure and low carbon (CIL)	Yes					2,000		10. Action on climate
KY7	Climate Change		Leisure Site Measures (GG)	No		3,000	2,203				10. Action on climate
KR1	Coastal Monitoring		SW Regional Coastal Monitoring Programme. (GG,EC)	No	V	1,126	1,607	1,998	1,880	1,210	9. Strong communities
KR5	Coastal Monitoring		Coastal asset review: project management support (GG)	No	V		10	29			9. Strong communities
KR6	Coastal Monitoring		Coastal asset review (GG)	No	V			259			9. Strong communities
KG8	Cycle paths		Teign Estuary Trail (CIL)	No	C V		100				7. Moving up a gear
Provision	Cycle paths		Teign Estuary Trail (CIL)	Yes						1,500	7. Moving up a gear
Provision	Cycle paths		Provision for Other cycling (CIL)	Yes		280	280	170	250	250	7. Moving up a gear
Provision	Cycle paths		Dawlish/Teignmouth Cycle Schemes (CIL)	Yes		205	205	200			7. Moving up a gear
Provision	Cycle paths		Heart of Teignbridge Cycle Provision (CIL)	Yes		90	90				7. Moving up a gear
KX7	Dawlish		Dawlish link road and bridge (GG)	No	V	3,344	355	549	3,873		7. Moving up a gear
Provision	Dawlish Leisure Centre		Provision for Dawlish Leisure Centre Improvement Plan (S106,BC).	Yes		1,321			661	660	8. Out and about and active



**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2021-22 TO 2024-25**

					38,477	25,888	26,577	29,931	24,011	
Code /bid no.	Asset/Service Area	Description	Provision?	C/ ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2021-22	2021-22	2022-23	2023-24	2024-25	
					£'000	£'000	£'000	£'000	£'000	
					(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
Provision	Habitat Regulations	Provision for Habitat Regulations infrastructure measures (CIL)	Yes	V	70		337	88	88	4. Great places to live & work
Provision	Heart of Teignbridge: Employment	Provision for employment sites (BC: Prudential Borrowing)	Yes		2,000			2,000		6. Investing in prosperity
KL2	Heart of Teignbridge: Employment	Newton Abbot employment land feasibility (BC: Prudential Borrowing)	No	V		17				6. Investing in prosperity
KX8	Heart of Teignbridge	A382 Improvements (CIL)	No		1,500	1,500	2,600			7. Moving up a gear
Provision	Heart of Teignbridge	Jetty Marsh Link Road (CIL)	Yes				600			7. Moving up a gear
KW2	Heart of Teignbridge	Houghton Barton Link Rd (Prudential temporary internal Borrowing)	No	C V	440	1,250				7. Moving up a gear
KW8	Heart of Teignbridge	Houghton Barton land (EC)	No	V		62				4. Great places to live & work
KW8	Heart of Teignbridge	Houghton Barton land (GG)	No			585				
KW4	Heart of Teignbridge	Mineral Rights (S106)	No			85				4. Great places to live & work
JW/JV	Housing	Discretionary - Disrepair Loans & Grants (CR)	No		24	24	24	24	24	1. A roof over our heads
JW/JV	Housing	Better Care-funded grants re: Housing loans and grants policy, including Disabled Facilities (GG)	No	V	1,000	1,640	1,250	1,250	1,250	1. A roof over our heads
JV7	Housing	 Warm Homes Fund (Park Homes) (GG)	No	V	383	85	127			1. A roof over our heads
JV3	Housing	 Warm Homes Fund (Category 1 Gas and Category 2 Air Source Heat Pumps) (GG)	No	V	1,490	662	994			1. A roof over our heads
JV2	Housing	 Green Homes Fund (GG)	No			1,148				1. A roof over our heads
JY3	Housing	Broadhempston Community Land Trust (CR,RS)	No	C V		3				1. A roof over our heads
JY3	Housing	Teign Housing: Widecombe in the Moor (GG)	No		65	95				1. A roof over our heads
JY3	Housing	 Additional Social Housing in Newton Abbot (East St) (CR, RS,GG, BC: Prudential Borrowing,S106)	No	V		761				1. A roof over our heads
JY3	Housing	 Additional Social Housing in Newton Abbot (Drake Road) (CR,RS,GG,BC: Prudential Borrowing,S106)	No	C V		282				1. A roof over our heads
JY3	Housing	Aller Road Kingsteignton (CR)	No	V		20				1. A roof over our heads
Provision	Housing	Provision for Shared Equity Scheme (CR)	Yes			158				1. A roof over our heads
JY8	Housing	Teignbridge 100: Social/Affordable Housing Shared Equity Scheme (S106)	No	V		668				1. A roof over our heads
Provision	Housing	 Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106): Phase 1	Yes		2,197		4,261	4,260		1. A roof over our heads
JY4	Housing	Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106) Dawlish Shared Housing	No			356				1. A roof over our heads
Provision	Housing	Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106) Rough Sleeper Accommodation	Yes			530				1. A roof over our heads
JY6	Housing	Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106) Newton Abbot Rough Sleeper Accommodation	No			136				1. A roof over our heads
JY6	Housing	Teignbridge 100: Social/Affordable housing (GG; CR; PB; S106) Dawlish Rough Sleeper Accommodation	No			125				
Provision	Housing	Orchard Lane, Dawlish (GG)	Yes				275			1. A roof over our heads

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2021-22 TO 2024-25**

					38,477	25,888	26,577	29,931	24,011		
Code /bid no.	Asset/Service Area		Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
						BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
						2021-22	2021-22	2022-23	2023-24	2024-25	
						£'000	£'000	£'000	£'000	£'000	
						(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
KV4	IT - Customer Services		Customer Portal (CR)	No		34	34	6			10. Vital, Viable Council
KV6	IT 17-18 Strata projects		Grounds, Street, Public Realm (CR)	No	V		16				10. Vital, Viable Council
KV6	IT 17-18 Strata projects		Environmental Health: Idox (CR)	No	C V		13				10. Vital, Viable Council
KV7	IT - Planning		Planning system improvements (CR)	No	V	18	36				10. Vital, Viable Council
KV8	IT - Capital contribution		Ongoing contributions towards Strata (CR)	No		41	41	41	41	41	10. Vital, Viable Council
Provision	IT - Capital contribution		SAN replacement (CR)	Yes		137		137			10. Vital, Viable Council
Provision	IT - Capital contribution		Data Centre Relocation (CR)	Yes		27		27			10. Vital, Viable Council
Provision	IT - Capital contribution		NCSC Zero Trust (CR)	Yes		41		41			10. Vital, Viable Council
Provision	IT - Capital contribution		System upgrade costs - 2012 server replacement (CR)	Yes				27			10. Vital, Viable Council
Provision	IT - Capital contribution		Office 365 (CR)	Yes				27			10. Vital, Viable Council
KV9	IT - Finance		Provision for Finance Convergence (CR)	No		167	20	247			10. Vital, Viable Council
Provision	IT - Property and Assets		SaM improvements (CR)	Yes		25		25			10. Vital, Viable Council
KV2	IT - Revenue & Benefits		Civica upgrade (CR)	No	V		6				10. Vital, Viable Council
KX9	Marsh Barton		Marsh Barton Station (CIL)	No	C V		1,300				7. Moving up a gear
KG4	Newton Abbot		3G artificial playing pitch, Coach Road, Newton Abbot (CR)	No	? V		34				8. Out and about and active
KW7	Newton Abbot		Drake Road Garages Refurbishment (CR)	No			26				10. Vital, Viable Council
Provision	Newton Abbot Leisure Centre		Provision for Newton Abbot Leisure Centre Improvement Plan (S106;CR) (2025-30)	Yes		350					8. Out and about and active
KF5	Newton Abbot Leisure Centre		Newton Abbot Leisure Centre Gym Equipment (CR,S106)	No	V	40	136	40	40	40	8. Out and about and active
KL8	Newton Abbot Town Centre Regeneration		Newton Abbot Town Centre Improvements (GG)	No		400		400			3. Going to town
KX1	Newton Abbot Town Centre Regeneration		Halcyon Rd (BC:Prudential Borrowing)	No	V	3,000			6,389		3. Going to town
KL9	Newton Abbot Town Centre Regeneration		Cattle Market Enabling Works (CR)	No		200	200				3. Going to town
KL7	Newton Abbot Town Centre Regeneration		Bradley Lane Enabling Works (CR)	No	V		32				3. Going to town
KW9	Newton Abbot Town Centre Regeneration		Cinema (CR)	No	V		18				3. Going to town
KX2	Newton Abbot Town Centre Regeneration		Sherborne House: town centre regeneration/Social Housing (BC: Prudential Borrowing)	No	V	2,400	-	200			3. Going to town
KO3	Newton Abbot Town Centre		Future High Street Fund project: Market Improvements (GG, BC: Prudential Borrowing)	No		2,043	351	335	2,298	2,236	3. Going to town
KO2	Newton Abbot Town Centre		Future High Street Fund project: Gateway to the Town Centre and Queen Street (GG, CIL, EC)	No			288	657		23	3. Going to town
KO1	Newton Abbot Town Centre		Future High Street Fund project: National Cycle Network Improvements (GG, CIL)	No			135	-	-	2	3. Going to town
KO4	Newton Abbot Town Centre		Future High Street Fund project: Cinema development (GG, BC: Prudential Borrowing)	No			804	5,429	-	-	3. Going to town
KG5	Open Spaces		Courtenay Park band stand roof refurbishment (RS)	No			38				

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2021-22 TO 2024-25**

					38,477	25,888	26,577	29,931	24,011	
Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	ORIGINAL	LATEST	LATEST	LATEST	LATEST	Council Strategy
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2021-22	2021-22	2022-23	2023-24	2024-25	
					£'000	£'000	£'000	£'000	£'000	
					(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	
KW5	Open Spaces	Cirl bunting land (S106)	No		146	65	146	146	81	4. Great places to live & work
KB5	Open Spaces	Rangers' tractor (RS,EC)	No	C		22				8. Out and about and active
Provision	Play area equipment/refurb	Provision for Dawlish play space flagship provision (S106)	Yes	V			75			8. Out and about and active
Provision	Play area equipment/refurb	Provision for Powderham Newton Abbot play space equipment (S106)	Yes		30			30		8. Out and about and active
Provision	Play area equipment/refurb	Provision for Newton Abbot Play Area (S106)	Yes	V			150			8. Out and about and active
KJ2	Play area equipment/refurb	Ogwell Play Area (S106)	No	C		26				8. Out and about and active
KJ4	Play area equipment/refurb	Decoy refurb (S106/CIL)	No	C V		300				8. Out and about and active
Provision	Play area equipment/refurb	Provision for Den, Teignmouth play area overhaul (S106/CIL)	Yes		200		280			8. Out and about and active
Provision	Play area equipment/refurb	Provision for Meadow Centre Teignmouth play area major refurb (S106)	Yes		30	-				8. Out and about and active
Provision	Play area equipment/refurb	Provision for Palace Meadow, Chudleigh play space overhaul (S106)	Yes		15	-				8. Out and about and active
KJ6	Play area equipment/refurb	Furlong Close, Buckfastleigh (CR)	No	V		28				8. Out and about and active
Provision	Play area equipment/refurb	Provision for Teignbridge-funded play area refurb/equipment (CR)	Yes		86		86			8. Out and about and active
KB1	SANGS/Open Spaces	SANGS land purchase (South West Exeter) (GG)	No	V	611	120	128	348		4. Great places to live & work
KB1	SANGS/Open Spaces	SANGS instatement (South West Exeter) (GG)	No	V	95	194	100	305		4. Great places to live & work
KB1	SANGS/Open Spaces	SANGS endowment (South West Exeter) (GG)	No		1,602	1,602	457	616		4. Great places to live & work
KB7	SANGS/Open Spaces	SANGS endowment (Dawlish) (CIL,S106,Habitat Regulations planning obligations)	No	V		1,315				4. Great places to live & work
Provision	SANGS/Open Spaces	New Countryside Parks (CIL)	Yes							4. Great places to live & work
Provision	South West Exeter	Provision for South West Exeter Transport (CIL)	Yes						2,000	7. Moving up a gear
Provision	Teignbridge	 Provision for Education (CIL)	Yes		350				6,100	4. Great places to live & work
KX3	Teignmouth Town Centre	Teignmouth Town Centre Regeneration (includes feasibility budget) (BC: Prudential Borrowing)	No	V	4,784	20				6. Investing in prosperity
Provision	Teignmouth	Provision for Teignmouth open space (S106)	Yes		50					4. Great places to live & work
KR1	Teignmouth	Beach Management Plan (GG)	No	V	38	115				9. Strong communities
Provision	Transport	Transport Hubs and Public Transport (CIL)	Yes					1,500		7. Moving up a gear
Provision	Transport	A30 Park and Ride (CIL) (2025-30)	Yes							7. Moving up a gear
Provision	Waste Management	Provision for Bulking Station - replace telehandlers 2024-29 (RS)	Yes							2. Clean scene
Provision	Waste Management	Provision for Bulking Station - replace Sortline (CR)	Yes				175			2. Clean scene
Provision	Waste Management	Provision for additional Waste vehicles (PB)	Yes				200			2. Clean scene
KS1	Waste Management	 Provision for Waste vehicles (PB)	No						7,509	2. Clean scene
Provision	Waste Management	Provision for replacement card baler (2026) (CR)	Yes							2. Clean scene
KSO	Waste Management	Purchase of Wheeled Bins (CR,RS)	No		107	167	150	155	160	2. Clean scene
					38,477	25,888	26,577	29,931	24,011	

**TEIGNBRIDGE DISTRICT COUNCIL
CAPITAL PROGRAMME 2021-22 TO 2024-25**

Code /bid no.	Asset/Service Area	Description	Provision?	C/f ?	38,477	25,888	26,577	29,931	24,011	Council Strategy
					ORIGINAL	LATEST	LATEST	LATEST	LATEST	
					BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	
					2021-22	2021-22	2022-23	2023-24	2024-25	
					£'000	£'000	£'000	£'000	£'000	
(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)	(Inc Fees)						

FUNDING GENERAL									
Revenue contributions to reserve towards future expenditure							(60)		
Revenue contributions applied to existing expenditure									
Capital Receipts Unapplied - Brought forward					(2,872)	(3,391)	(2,033)	(508)	(312)
Capital Receipts - Anticipated					-	(205)	-	-	-
Budgeted Revenue Contribution plus additional for specific schemes					-	(327)	-	-	-
Use of Revenue Contributions Reserve					-	(16)	(250)	-	-
Government Grants					(11,714)	(9,019)	(9,659)	(9,320)	(1,210)
S106					(758)	(1,121)	(477)	(401)	(121)
Other External Contributions					-	(778)	(163)	-	(23)
Community Infrastructure Levy					(2,740)	(4,522)	(4,162)	(3,838)	(9,940)
Internal Borrowing					-	-	-	-	-
Capital receipts to fund CFR						596			
Capital Receipts Unapplied - Carried forward					1,269	2,033	508	312	111
Business cases: Prudential borrowing					(16,003)	(2,447)	(3,411)	(10,642)	(11,242)
HOUSING									
Capital Receipts Unapplied - Brought forward					(1,772)	(3,035)	(2,782)	(2,152)	(1,049)
Capital Receipts - Anticipated					(50)	(11)	(50)	(171)	(50)
Capital Receipts - Right to Buy					(600)	(600)	(600)	-	-
Better Care Funding and other government grants.					(2,752)	(4,383)	(3,165)	(1,775)	(1,250)
S106					-	(1,284)	(464)	(464)	-
Other External Contributions					-	-	-	-	-
Internal or Prudential Borrowing					(1,916)	(160)	(2,021)	(2,021)	-
Budgeted Revenue Contribution plus additional for specific schemes.					-	-	-	-	-
Use of Revenue Contributions Reserve									
Capital Receipts Unapplied - Carried forward					1,431	2,782	2,152	1,049	1,075
TOTAL FUNDING					(38,477)	(25,888)	(26,577)	(29,931)	(24,011)

Programme Funding										
Budgeted and additional Revenue Contribution					-	(327)	-	-	-	(327)
Revenue Contributions earmarked reserve.					-	(16)	(250)	-	-	(266)
Capital Receipts					(2,594)	(1,831)	(2,805)	(1,470)	(225)	(6,331)
Section 106					(758)	(2,405)	(941)	(865)	(121)	(4,332)
Other External Contribution					-	(778)	(163)	-	(23)	(964)
Grant					(14,466)	(13,402)	(12,824)	(11,095)	(2,460)	(39,781)
Community Infrastructure Levy					(2,740)	(4,522)	(4,162)	(3,838)	(9,940)	(22,462)
Internal borrowing					-	-	-	-	-	-
Business cases: Prudential borrowing					(17,919)	(2,607)	(5,432)	(12,663)	(11,242)	(31,944)
Total					(38,477)	(25,888)	(26,577)	(29,931)	(24,011)	(106,407)
Balance of capital receipts					(2,700)	(5,415)	(2,660)	(1,361)	(1,186)	

Total 2021-22 to 2024-25

Key:

EC - External Contributions
GG - Government Grant
CR - Capital Receipt
RS - Revenue Savings
BC - Business Case
PB - Prudential Borrowing
C - project complete. Where this relates to payment of a contribution, indicates contribution has been paid.
* - Provisional scheme, pending full approval



Climate Change project

Bold

Denotes a change in the programme

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Financial plan sensitivity and risk analysis (section 25 assessment and report)

The Local Government Act 2003 (section 25) requires that when a local authority is agreeing its annual budget and precept, the Chief Finance Officer must report to it on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

In expressing this opinion the Chief Finance Officer has considered the financial management arrangements that are in place, the level of reserves, the budget assumptions, the overall financial and economic environment, the financial risks facing the Council and its overall financial standing.

The key long term driver is preserving the Councils financial resilience within the financial strategy and the medium term financial plan.

The main risks are around revisions to local authority funding and reductions likely for future years and the continuing impact of Covid 19 and support from Government. These are described below together with potential adverse changes in other income and expenditure streams. The risks are mitigated by careful use of earmarked funding reserves, the ongoing BEST2020 (now 'Better 2022') review of services, action to act more commercially, reviewing Covid recovery plans and monthly monitoring of our financial position and reporting of variances and inclusion of appropriate Covid provisions for loss of income.

1. The budget assumes £14.0 million of income from sales, fees and charges, recycling and property for 2022/23. Against this gross budget target is a Covid 19 provision to cover any potential losses of £0.2 million. Whilst this assumption is realistic for the net income it includes significant rental income from Market Walk and there is always the risk that income could fall further or be less than anticipated. **A drop in income as compared to the net budget of around 10% would result in a loss of £1,381,000.**
2. The small provision of 1% which has traditionally been made for potential losses in council tax collection has been increased to 1.9% in 2022/23 to reflect changing economic circumstances brought about by Covid 19 and which is likely to be more difficult next year with the estimated overall increase of 3.2% in council tax.
3. Inflation on costs is being managed through energy reduction measures and cost effective procurement. An allowance of £257,000 for inflation (excluding pay award provision) is included in the budget which is considered reasonable.
4. Known liabilities have been provided for and there are no significant outstanding claims.
5. The final settlement confirmed significantly reducing figures for New Homes Bonus and legacy payments.
6. Business rates retention income from rates growth above the baseline and some pooling gain has been assumed for part of the four plan years. This is reasonable being largely based on the special grants we get to cover the cost to Teignbridge of government schemes to help businesses and tempered by ongoing uncertainties in relation to projections in growth. Potential business rates reset may arise in 2023/24 but depends on Government funding reforms. A realistic provision of £520,000 has been made for business rates appeals next year. We are only protected against any rates downturn or further rates appeals by a relatively low safety net and **a 10% reduction in funding would be £515,000.**
7. New homes bonus has traditionally been estimated on 620 extra homes per year as in the local plan and a 4 year payment. In addition a 0.4% baseline deduction reduces the figure year on year. The reducing figure of £1.3 million has been used in the budget as legacy

payments are eliminated from the funding stream. The Government has intimated eliminating New Homes Bonus and replacing with an alternative form of housing funding. No details of what the changes might be are available at present or whether this will actually take place however there are assumptions built into receiving such alternative funding in 2023/24 and 2024/25.

8. The capital programme is financed over the next three years using realistic estimates of capital receipts, grants, prudential borrowing and other funding including developer contributions such as Section 106 and community infrastructure levy (CIL). Major town centre regeneration in Newton Abbot will be funded mainly from prudential borrowing and government grant of £9.2m approved for Future High Street projects. Other co-funding includes developer and external contributions. The main provision for social and affordable housing – the Teignbridge 100 is forecast to be funded from a combination of government grant, capital receipts, developer contributions and borrowing. The rate of inflation on construction projects has risen steeply over recent months due to a combination of supply chain issues brought about by the pandemic and exiting the European Union. Business cases are reviewed regularly to assess the impact. The business case for the current Forde House decarbonisation and agile working project is dependent on rental income from letting out space at Forde House. Future projects relating to the Carbon Action Plan and a provision for employment site investment are also to be funded through prudential borrowing. The next phase of Teignbridge 100 projects, future carbon reduction schemes and the employment site provision are indicative only and not being approved in this budget. Individual business cases will be brought to members for consideration as they are developed.

Summary & conclusion

Significant risks are identified above with a potential total adverse revenue effect for 2022/23 of £1.90 million. However, revenue reserves are planned to be 12.8% of the net revenue budget or £2.06 million. It is anticipated, dependent upon progress of the town centre developments, that external borrowing will be required during 2022/23. Such financing is costed within the budget estimates and in line with the requirements of the Treasury Management Strategy and Prudential Indicators. I therefore confirm the robustness of the budget and the adequacy of the reserves.

Martin Flitcroft, Chief Finance Officer

22 February 2022

Equality Impact Assessment



Assessment Of: 2022/23 budget proposals	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Corporate Services	Assessment carried out by: Steve Wotton
Service Area: Finance for all services	Job Role: Finance Systems Manager
Version / Date Of Sign Off By Director:	

Step 1: What do we want to do?

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the Policy Officer early for advice.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The budget proposes to make the best use of diminishing funds in a way that reflects the priorities of the council in the ten year Strategy 2020-30 and the Teignbridge Ten overarching projects.

With no council tax freeze, and reduced grant from government, this budget includes a council tax increase of £5 equivalent to 2.78%, a review of fees and charges, an assumed pay deal of a wage increase of 2.0% whilst continuing to maintain services.

The proposal is aimed at the Council.

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community	<input checked="" type="checkbox"/> Teignbridge workforce
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1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by your manager.

If 'Yes' complete the rest of this assessment.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
--	------------------------------------	-----------------

Whilst a council tax increase is proposed Teignbridge has an approved council tax support scheme where it is possible to receive 100% reduction in the council tax charge.

The small amendments made in 2021/22 are to protect claimants from any adverse impacts to the Council Tax Reduction scheme entitlement arising from the measures introduced by the Government to support claimants through the Covid crisis.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics (listed in 2.2).

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data - from national research, local data or previous consultations and engagement activities.

Outline whether there are any over or under representation of equality groups within your service - don't forget to benchmark to local population where appropriate.

For workforce / management of change proposals you will need to look at the diversity of the affected team(s) using available evidence such as the employee profile data. Identify any under/over-representation compared with Teignbridge's economically active citizens for age, disability, ethnicity, gender, religion/belief and sexual orientation.

Data / Evidence Source <i>[Include a reference where known]</i>	Summary of what this tells us
LGA Research report - Basic Facts About Teignbridge Basic facts about your chosen area (esd.org.uk)	Details the demography of the Teignbridge District in relation to: <ul style="list-style-type: none"> • Population • Age • Ethnicity • Health • Employment • Education
LGA Research Report- Demographic Report LGA Research Report - Demographic Report LG Inform (local.gov.uk)	Provides further detail on population changes in Teignbridge, and demographic information relating to gender and ethnicity in Teignbridge with comparisons to the percentage figures for the South West and all English Local authority areas in totality.
Office For National Statistics Census 2011 http://www.ons.gov.uk/ons/guide-method/census/2011/census-data/index.html	Demographic source data sets and mid-year estimates.
Additional comments:	

2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps please state this clearly with a justification.

For workforce related proposals all relevant information on characteristics may need to be sought from HR (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require action to address and identify the information needed.

N/A

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this has been of Teignbridge's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to HR for advice on how to consult and engage with employees. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups, trades unions as well as affected staff.

Consultation is carried out with the Residents Panel, local businesses and the wider community via the Teignbridge District Council website.
Discussion with Parish and Town Councils.

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Consultation Officer for help in targeting particular groups.

Public access to Council meeting.
Annual budget proposals survey/consultation
Future spending plans linked to the original annual budget will regularly be brought to Executive together with proposed variations and updates.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal.

3.1 Does the proposal have any potentially adverse impacts on people on the basis of their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS <i>(highlight any potential issues that might impact all or many groups)</i>	
Whilst a council tax increase is proposed Teignbridge has an approved council tax support scheme where it is possible to receive 100% reduction in the council tax charge. The small amendments made in 2021/22 are to protect claimants from any adverse impacts to the Council Tax Reduction scheme entitlement arising from the measures introduced by the Government to support claimants through the Covid crisis.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: Access to training, work placements and employment. Affordable housing options and increased supply of housing Sports and other activities targeted at the young Contributions to education provision proposed for the wider Teignbridge area
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: Enhanced opportunities for participation in community life Support for vulnerable older people to live in their own homes Sports and activities aimed at older people New accessible green spaces
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: Improved access to services through 24/7 online/automated web interactions without leaving home Continued support to adaptations and lifetime design principles in housing
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect Parents with young children are often socially isolated. Targeted actions in deprived areas and the provision of specific sport/leisure activities will provide a benefit for this population.
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	

Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Access to existing and improved services with no increased or detrimental effect.
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: Actions to improve access to training and jobs Providing in excess of the statutory national living wage to lower paid Teignbridge staff Council tax support for those on the lowest household incomes Improved quality and availability of housing
Mitigations:	
Other group(s) Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Rural/Urban Communities, Homelessness, Digital Exclusion, Access To Transport	
Rural	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Positive via: Support for business may benefit the rural economy Improved access to services through 24/7 online/automated web interactions without leaving home Support for the protection and enhancement of the natural and built characteristics of the environment may support the rural economy Provision of affordable housing is mainly facilitated in rural and/or small sites An approved contribution is included towards the Connecting Devon & Somerset partnership project to enhance the Phase 2 Superfast Broadband programme in 2022/23.
Mitigations:	

3.2 Does the proposal create any benefits for people on the basis of their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

See points raised in 3.1 above.

Step 4: Impact

4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This content should be used as a summary in reports, where this full assessment is included as an appendix.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:
None identified
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
Improving access to services Helping people of all ages to get/stay healthy

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale

4.3 How will the impact of your proposal and actions be measured?

How will you know if have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective and your approach is still appropriate. Include the timescale for review in your action plan above.

<p>Consultation feedback is provided to members at the Council budget meeting. Council performance is monitored and reported on a regular basis to Overview & Scrutiny Committee and this includes Council Plan achievements. Budget changes are monitored via quarterly updates to Executive by the Chief Finance Officer</p>
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Step 5: Review & Sign-Off

EIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek review and feedback from management before requesting it to be signed off. All working drafts of EIAs and final signed-off EIAs should be saved in G:\GLOBAL\EIA. Once signed-off please add the details to the 'EIA Register' of all council EIAs saved in the same directory.

<p>Reviewed by Service Manager: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Instead was reviewed by: Steve Wotton</p>	<p>Strategic Leadership Team Sign-Off: Martin Flitcroft</p>
Date: 10 February 2022	Date: 10 February 2022

PRUDENTIAL INDICATORS

Indicator Number	Code Page	Para No.	Indicator	Actual 2020-21	Estimate 2021-22	Budget 2022-23	Forecast 2023-24	Forecast 2024-25
1	28	79	AFFORDABILITY Estimates of the proportion of financing costs to net revenue stream		2.00%	2.41%	4.27%	4.97%
2	28	80	Actual proportion of financing costs to net revenue stream	0.43%	-	-	-	-
			COMMERCIAL AND SERVICE INVESTMENTS The following indicators relate to commercial and service investments (assets held and to be purchased through the capital programme, which provide an income stream). Income relates to rental income and does not include fees and charges income. Net income proportions are after costs have been deducted. Teignbridge District Council does not hold commercial investments (assets purchased primarily for financial return). The figures below relate to investments for service purposes. This is assets which are held primarily and directly for the delivery of public services such as housing, regeneration and local infrastructure.					
3	29	81	Estimates of net income from commercial and service investments to net revenue stream.		4%	5%	7%	5%
4	29	85	Actual net income from commercial and service investments to net revenue stream.	4%				
5	29	84	Net income from commercial and service investments as proportion of useable (unearmarked) revenue	73%				
			PRUDENCE					
7	26	68	Gross debt and the capital financing requirement (CFR). The Chief Finance Officer reports that the Council complied with this prudential indicator in the current financial year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in this budget report.		Will not exceed CFR		----- >	----- >
			CAPITAL EXPENDITURE					
8	24	54	Estimates of capital expenditure		£25.9 M	£26.6 M	£29.9 M	£24.0 M
9	24	56	Actual capital expenditure	£6.2 M				
10	24	57	Estimates of CFR		£24.07 M	£27.54 M	£46.11 M	£47.57 M
11	25	60	Actual capital financing requirement	£19.65 M				
			Total proportional debt limit as set in capital strategy and commercial strategy. This figure includes forecast "internal borrowing".			£70 M	£70 M	£70 M
			EXTERNAL DEBT					
12	25	61	Authorised limit		£35 M	£20 M	£40 M	£40 M
13	25	62	Operational boundary		£40 M	£22 M	£44 M	£44 M
14	20	60	Actual external debt at 31/3/21 (Borrowing plus long-term liabilities).	£5.215 M				
			TREASURY INDICATORS					
15	11		Adoption of the CIPFA Treasury Management in the Public Services: Code of practice and cross-sectoral guidance notes 2021 Edition, including the requirement that the Council must not borrow to invest for the primary purpose of a financial	YES	YES	YES	YES	YES
16	12		<u>Maturity structure of borrowing:</u> <u>Fixed rate borrowing</u> under 12 months 12 months and within 24 months 24 months and within five years five years and within 10 years 10 years and above	Upper/lower 0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	Upper/lower 0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%	Upper/lower 100%/0% 40%/0% 40%/0% 40%/0% 100%/0%
17			<u>Variable rate borrowing</u> <u>NB: no more than 10% of overall external borrowing</u> under 12 months 12 months and within 24 months 24 months and within five years five years and within 10 years 10 years and above	0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	0%/0% 0%/0% 0%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%	100%/0% 60%/0% 40%/0% 0%/0% 0%/0%
18	12		Total principal sums invested for periods longer than 365 days (relates to treasury management investments).	£0	£0	£10.5 M	£10.5 M	£10.5 M

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1.1 Background

The Council is required to operate a balanced budget so that cash raised during the year will meet cash expenditure. Part of the treasury management function is to ensure that this cash flow is adequately planned, with cash being available when it is needed to meet spending commitments as they fall due, either on day-to-day revenue or in the longer term for larger capital projects. The capital programme gives an indication of the borrowing need of the Council, essentially longer-term cash flow planning. Management of longer-term cash may involve arranging long or short-term borrowing. Surplus monies are invested in counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return. It is paramount to ensure adequate security of the sums invested, as a loss of principal would result in a loss to the General Fund Balance.

1.2 Reporting requirements

The Local Government Act 2003 requires local authorities to have regard to the Chartered Institute of Public Finance & Accountancy (CIPFA) Treasury Management (TM) Code and Prudential Code.

CIPFA's *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2017* requires local authorities to report annually to Council on their treasury strategy and plan before the start of the year. The Department of Levelling Up, Housing and Communities (DLUHC) 2018 *Statutory Guidance on Local Government Investments (3rd Edition)* requires authorities to produce a publicly available investment strategy setting out policies for managing investments. The DLUHC 2018 *Statutory Guidance on Minimum Revenue Provision (MRP)* requires a statement of policy on making MRP in respect of that financial year to be submitted to full Council for approval. This report fulfils those requirements. A mid-year review and year-end results report are also required and provided to Council at the appropriate time of year.

The *Prudential Code 2017* requires local authorities to set and revise prudential indicators (Appendix 10) and to prepare a capital strategy (Appendix 11a) to provide a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.

2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future treasury management reports and the risk management framework

CIPFA published the revised codes on 20th December 2021 and has stated that formal adoption is not required until the 2023/24 financial year. This Council has to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and related reports to Full Council during the financial year.

Teignbridge have already adopted some of the updated requirements and the remainder will be implemented by 2023/24. They include formal adoption of the debt liability benchmark treasury indicator as in paragraph 2.2.3 below to support the financing risk management of the capital financing requirement. The codes clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. They require environmental

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sustainability to be addressed within the Capital Strategy and amend the treasury management practices to address environmental, social and governance (ESG) policy within the treasury management risk framework.

New Investment Management Practices (IMPs) are introduced to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices), with further reporting requirements for service and commercial investment. There are enhanced requirements around the effective management of liquidity and longer term cash flow requirements, with long term treasury investments to be supported by a business model. The knowledge and skills register for individuals involved in the treasury management function is to be proportionate to the size and complexity of the treasury management conducted by each council.

In addition, all investments and investment income must be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

Adoption of Treasury Management Policy Statement

The CIPFA *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2021* recommends in Section 6 that an organisation's treasury management policy statement adopts the following form of words to define the policies and objectives of its treasury management activities. It has been updated slightly to include borrowing in point 1.

1. Teignbridge District Council defines its treasury management activities as:
The management of its borrowing, investments and cash flows, including its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

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2. Teignbridge District Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
3. Teignbridge District Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques within the context of effective risk management.

The Code also recommends that all public service organisations adopt the following four clauses.

1.3 Clauses to be adopted

1. Teignbridge District Council will create and maintain, as the cornerstones for effective treasury management:
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which Teignbridge District Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
 - Investment management practices (IMPs) for investments that are not for treasury management purposes.

The content of the policy statement, TMPs and IMPs will follow the recommendations contained in Sections 6, 7 and 8 of the TM Code, subject only to amendment where necessary to reflect the particular circumstances of Teignbridge District Council. Such amendments will not result in Teignbridge District Council materially deviating from the TM Code's key principles.
2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed by its TMPs and IMPs.
3. Teignbridge District Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive Committee, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with Teignbridge District Council's policy statement, TMPs and IMPs, and if they are a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. Teignbridge District Council nominates the Audit Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

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2. Annual Investment Strategy

2.1 Investment categories

Investments can fall into one of the following four categories as listed below – **Loans** and **Service and Commercial Investments** fall outside of the treasury management function and are dealt with in the Commercial Strategy and Capital Strategy.

This authority has defined the list of types of investment instruments that the treasury management team are authorised to use within the **lending list**. There are two categories within the list: '**specified**' and '**non-specified**' investments.

Treasury Management Investments

Specified investments (sterling investments with a maturity of less than one year, made with counterparties of high credit quality, the UK government or local authorities).

Teignbridge District Council's treasury management transactions fall into this category. They contribute to the objectives stated above in the policy statement. The principles of the TM Code to prioritise security, liquidity and yield, in that order of importance, applies to these investments. The lending list within this report sets out which counterparties the Council may invest with and the lending limits which apply.

Non-specified investments (any financial investment that is not a loan and does not meet the criteria of specified investments). They could potentially be of less high credit quality, for periods in excess of one year, and/or more complex instruments which require greater consideration by members and officers before being authorised for use.

As a result of the change in accounting standards for 2022-23 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23).

The Council has determined that its exposure to non-specified investments will be managed through the decision-making framework laid out in its Commercial Strategy, subject to an overall limit of 15% of its agreed borrowing cap (determined as £70m for 2022-23).

Non-Treasury Management Investments

Loans (for local enterprises as part of a wider strategy for economic growth). Teignbridge District Council may make loans to public bodies and other organisations which deliver social value or economic growth within the district. These loans should follow the governance procedures laid out in Teignbridge District Council's commercial strategy. If the Council borrows to finance such loans, they will follow the Department for Levelling Up, Housing and Communities (DLUHC) guidance on Minimum Revenue Provision (MRP).

Service and Commercial Investments (generally involving a physical asset that can be realised to recoup the capital investment). Teignbridge District Council does not currently hold any investments purely for financial gain. However, the council has invested in property

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for regeneration and local economic benefit purposes which also benefit the Council financially. There are provisions in the capital programme for projects which are for a combination of service delivery, regeneration and local economic benefits.

In the case of service and commercial investments, it is recognised that it may not be possible to give priority to security and liquidity over yield due to the nature of the assets. It is expected that the risks associated with these non-financial investments would be considered in detail as part of the due diligence process required by the Capital Review Group process and/or Commercial Property Investment Board process. The Council's Commercial Strategy and Capital Strategy set out its approach to potential future service and commercial investments of this type. Business cases would include market assessments, the nature and level of competition, how market/customer needs will evolve over time and barriers to entry and exit. Specialist consultants will be appointed as necessary to provide detailed analysis required for the due diligence process.

Annual assessments of fair value are carried out and monitored against the original capital investment, to take account of changes in the market and other conditions. Minimum revenue provision is set aside in relation to these investments, mitigating against the possibility of adverse valuation changes and also, ongoing refurbishment or replacements. Revenue budgets are monitored as part of the budget monitoring which feeds into the regular reports provided by the Chief Finance Officer to CMT and Executive. In addition, the estates team track rent receipts and market conditions for early indications of potential problems.

2.2. Managing risk

2.2.1 Risk appetite

The DLUHC and CIPFA have extended the meaning of 'investments' to include both financial (treasury management) and non-financial (service and commercial) investments. Guidance from DLUHC and CIPFA places a high priority on the effective identification, monitoring and control of risk. The TM Code identifies the main treasury management risks. These are considered in detail within Teignbridge District Council's TM Practices, which are available within Finance. This strategy sets out the council's approach to investments and borrowing, including credit and counterparty risk, liquidity risk, interest rate risk and refinancing risk.

This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

2.2.2 Credit and counterparty risk

This is the risk of failure by a counterparty to meet its contractual obligations, particularly as a result of diminished creditworthiness.

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration.

Minimum acceptable **credit criteria** are applied in order to generate a **lending list** of counterparties with acceptable creditworthiness at Section 3. This also enables

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diversification and avoidance of concentration risk. The key ratings used to monitor counterparties are detailed at 2.2.3 below. **Lending limits** (amount and duration of investment) within the list are tiered dependent on relative counterparty strength.

A limit is set within the Prudential indicators for investments which are longer than 365 days.

All investments are denominated in sterling

2.2.3 Teignbridge District Council regularly monitors the standing of counterparties it does or may deal with and maintains an authorised lending list, which is updated quarterly, with reference to credit ratings and other information provided by its treasury advisors.

Use of ratings

The DLUHC investment guidance requires that the annual strategy statement details the authority’s use of ratings and external treasury advisors.

There are three main ratings agencies: Fitch, Moody’s and Standard and Poor. These agencies provide an opinion on the ability of the institutions to repay short and long-term investments, whether there is likelihood of them receiving state support should they run into difficulties and their general financial strength.

The council’s TM schedules require that institutions meet the following minimum ratings:

Ratings Agency	Long Term	Short Term	Baseline Credit Assessment/ Bank viability
Fitch	BBB	F2	bbb
Moody’s	Baa2	P2	baa2

While ratings from all agencies are considered, our scoring system is based on those of Moody’s and Fitch. Standard and Poor do not cover some of the institutions on our list. Ratings are reviewed quarterly. In addition, they are monitored if there is any news of changes in the press and before any investment. If ratings have fallen below the minimum acceptable level, an alternative would be sought.

Other information – ratings will not be the sole determinant of the quality of an institution. In assessing and monitoring the financial sector in relation to economic and political environments in which the Council operates, the Council will engage with its advisors to maintain a monitor on market pricing. Other information sources include share prices, the financial press and commentary received from brokers, establishing a robust scrutiny process on the suitability of potential investment counterparties.

2.2.4 Liquidity

Length of treasury management investments will take into consideration that monies are available to meet large regular outgoings such as BACS payments for creditors, benefits and salaries and other regular commitments such as precepts and non-domestic rates contributions. A cash flow planner is maintained with details of regular payments and receipts. Other information is recorded as it becomes available, for example payments in relation to capital projects. This is in order to identify whether Teignbridge District

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Council may be exposed to the effects of potential cash flow variations and shortfalls. The maximum length of an investment will depend both on when funds will be required and on the ratings of the institution with which the investment is placed. In addition, the treasury team will take into account the likely path of interest rates (see interest rate risk below). These activities are carried out daily to ensure the current account bank balance is near to zero in order to maximise investment returns whilst minimising risk and protecting capital.

2.2.5 Interest rate risk

This is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on an organisation's finances, against which it has failed to protect itself adequately.

Greater returns are usually obtainable by investing for longer periods.

The treasury management team actively monitors interest rates and provides a monthly interest forecast report in order to regularly assess the impact of interest rate changes on the council's budgets. Where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed. If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Officers will continue to seek the best rate, balanced against risk, at the time of investment, whether this is for a fixed term deposit with counterparties from the lending list, or use of call, notice and money market fund accounts. These accounts provide access to flexible deposits, with a range of access options and interest rates.

Investment returns expectations.

At its latest meeting in February, the Bank of England's monetary policy committee (MPC) raised interest rates from 0.25% to 0.5%. Inflation has risen beyond the bank's 2% target, with prices rising 5.4% over the last year, due to higher energy prices and also higher prices for goods bought from abroad. The bank expect inflation to peak at around 7% in the spring, gradually falling back thereafter. They have indicated that interest rates may need to rise further in order to support inflation returning to its 2% target in around two years' time.

Markets and financial commentary now suggest there may be a series of rate hikes, with bank rate possibly reaching 1.5% by the end of 2022. This is dependent on whether economic circumstances progress as expected, with the economy recovering further as Omicron cases fall and unemployment remaining relatively low.

Against the backdrop of rising interest rates, for its cash flow generated balances, the Council will seek to utilise its instant access and notice accounts, money market funds and short-dated deposits in order to benefit from the compounding of interest.

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Investment performance benchmarking

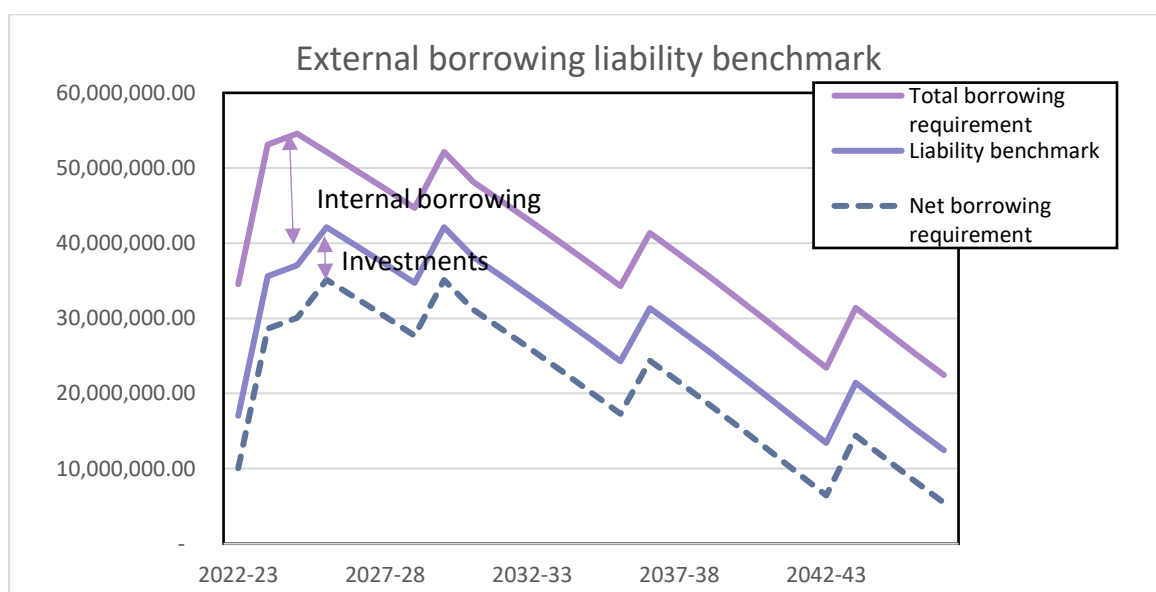
Due to the phasing out of LIBOR/LIBID rates, the Council will use an investment benchmark to assess the investment performance of its portfolio of overnight SONIA. SONIA (Sterling Overnight Index Average) is administered by the Bank of England. It is based on actual transactions and reflects the average interest rates banks pay to borrow sterling overnight from other financial institutions and investors.

External borrowing liability

The council does not currently have any long-term external borrowing. However there are policies in place through the Prudential Indicators to ensure a planned and well-balanced spread of maturity dates. This is in order to reduce the prospect of having to negotiate refinancing at an unfavourable time.

Councils are encouraged to define their own “liability benchmark”. This has been calculated by working out the total borrowing requirement should the provisional capital programme expenditure occur, then adjusting for sums which could be funded by internal borrowing. A liquidity allowance is factored in to ensure that funds are available for regular outgoings (see Liquidity above). This is currently assumed to be a minimum £5 million average daily lending.

The liability benchmark is a tool which allows measured borrowing decisions to be made in relation to the amount and maturity profile of loans, which manages interest rate exposure.



The council does not use financial instruments based on derivatives for interest rate risk management.

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2.2.6 Security

As stated in the DLUHC investment guidance, the council's investment priorities are security of the principal sums and liquidity, keeping money readily available for expenditure when needed. Yield becomes a consideration after the priorities have been satisfied.

"Specified" investments as defined in the DLUHC investment guidance; in sterling, with a maturity of no more than one year, placed with the UK government, other local authorities or bodies and investment schemes of high credit quality, determined by the lending list.

In relation to treasury management, the maximum value and period of specified investments with any one organisation is dependent on a score based on credit ratings. Institutions are graded to allow larger sums and longer investments with the strongest banks and building societies, capitalising on the better terms available while actively maintaining a breadth of counterparties, allowing us to spread our investments and achieve effective risk management.

One organisation is defined as a banking group or other institution, including any subsidiaries. If the maximum amount is invested with one subsidiary, no more will be invested within that group.

Non-specified investments require further due diligence analysis to arrive at an assessment of the security of Council funds and follow the decision making process laid out in the Commercial Strategy.

2.2.7 Staff training and treasury management advisors

The DLUHC investment guidance requires that the annual strategy gives details of procedures for reviewing and addressing the training needs of the authority's treasury management staff and members.

All new members are offered a Budget and Financial Management Seminar, which includes an overview of Treasury Management.

Treasury staff receive internal training from experienced staff and managers. Staffing is arranged so that a bank signatory, is always available for consultation on decisions. Procedure and system notes, together with official guidance from CIPFA and the DLUHC are maintained for consultation within the section. These are updated for any changes, which are also communicated to the relevant staff. Bank signatories are either professionally qualified accountants or studying for professional-level qualifications. Officers carrying out daily procedures either studying with or AAT-qualified. Cover staff have regular experience of carrying out the procedures.

The Council uses Link Group, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

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It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review

The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and non-financial investments, such as investment in properties.

In relation to non-financial investments, the Council's Estates team has the experience of RICS-qualified staff. The Council has working relationships with a range of specialist consultants whose areas of expertise include property management, development and infrastructure, investment and valuation. This is crucial for the due diligence required in assessing potential service and commercial investments. The process for this is set out in the Commercial Strategy.

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3. Lending list

The current authorised lending list has been updated to take account of changes in ratings and banks and is shown below for approval.

Specified Investments

Type of Lender	Details	
1. Current Banker	Lloyds Bank	£3,000,000 limit
2. Local Authorities	All	No limit
3. UK Debt Management Office Deposit Facility (UK government AA-/Aa3/AA rated) no limit.		
4. UK Treasury Bills (UK government AA-/Aa3/AA rated) no limit.		
5. Money market funds, subject to maintenance of AAmmf rating.		
CCLA Public Sector Deposit Fund	AAmmf	£3,000,000 limit
Aberdeen Liquidity Fund	AAmmf	£3,000,000 limit
Blackrock Liquidity Fund	AAmmf	£3,000,000 limit
LGIM Liquidity Fund	AAmmf	£3,000,000 limit
Morgan Stanley Liquidity Fund	AAmmf	£3,000,000 limit
6. Top UK-registered Banks and Building Societies, subject to satisfactory ratings. Updated below to reflect information provided by treasury advisors.		
7. Non-specified: CCLA Property and Diversified Income Funds - £2,000,000 limit		

Institution	Tier	90 day limit	180 day limit	364 day limit	Overall limit
		£	£	£	£
Goldman Sachs International Bank	1	3,000,000	2,000,000	1,000,000	3,000,000
Handelsbanken plc	1	3,000,000	2,000,000	1,000,000	3,000,000
HSBC Bank plc	1	3,000,000	2,000,000	1,000,000	3,000,000
Lloyds Bank plc and Bank of Scotland plc	1	3,000,000	2,000,000	1,000,000	3,000,000
Nationwide Building Society	1	3,000,000	2,000,000	1,000,000	3,000,000
NatWest Bank	1	3,000,000	2,000,000	1,000,000	3,000,000
Royal Bank of Scotland	1	3,000,000	2,000,000	1,000,000	3,000,000
Standard Chartered Bank	1	3,000,000	2,000,000	1,000,000	3,000,000
Santander UK plc	1	3,000,000	2,000,000	1,000,000	3,000,000
Sumitomo Mitsui Banking Corporation Europe Ltd	1	3,000,000	2,000,000	1,000,000	3,000,000
Close Brothers Ltd	2	2,000,000	1,000,000		2,000,000
Coventry Building Society	2	2,000,000	1,000,000		2,000,000
Skipton Building Society	2	2,000,000	1,000,000		2,000,000
Clydesdale Bank	3	1,000,000			1,000,000
Leeds Building Society	3	1,000,000			1,000,000
Principality Building Society	3	1,000,000			1,000,000
Virgin Money	3	1,000,000			1,000,000
Yorkshire Building Society	3	1,000,000			1,000,000

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Bank regulations force banks to maintain “capital buffers”, classifying their deposits according to duration. Instant access accounts and short deposits are not attractive to banks as they cannot be counted towards those buffers. For this reason, in addition to current economic factors, interest rates on most “call” accounts remain low.

Other Non-specified investments

These will be considered on a case-by case basis, using the decision-making framework laid out in the Commercial Strategy and the requirements of the Prudential Code and Statutory Guidance on Investments and Minimum Revenue Provision.

Investments which may be considered include

Renewable energy/social impact investments

On-lending to key partners/stakeholders in relation to jointly beneficial projects

Lending in instances where doing so would protect the local economy

4. Borrowing

Section 33 of the Local Government Finance Act 1992 requires each council to set a balanced budget. The treasury management function will comply with this requirement. This means that increases in capital expenditure must be limited to a level at which increases in financing charges from increased borrowing, such as interest and minimum revenue provision, and increases in running costs are affordable for the foreseeable future. Teignbridge District Council adheres to the Prudential Code, which underpins “prudential” borrowing by ensuring that the Council takes into account the following factors:

- Strategic service objectives (in line with the council strategy)
- Stewardship of assets
- Value for money (project appraisal as required by the capital approval process)
- Prudence and sustainability (factors such as the implications of external debt; looking at whole life costing and the impact on revenue budgets)
- Affordability
- Practicality (achievability of the capital programme and staff resource requirements)

4.1 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council’s reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Based on the average treasury management interest rate received during Q1 to Q3 of 2021-22, interest foregone due to internal borrowing to cover the Council’s Capital Financing Requirement would be in the region of £13,477 per annum. Investment interest rates are still low and if base rate continues to rise, this figure would increase. This approach represents good value for money. Had the Council externally borrowed the equivalent amount at (for example) the ~~72~~ WLB’s 10-year rate on 1st April 2021, the annual cost would have been £281k.

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The Council will continue to adopt a flexible approach to borrowing, making use of internal resources and keeping shorter term borrowing under review in comparison to longer term borrowing costs. This approach has minimised financing costs for capital projects where appropriate. The Council currently has no external borrowing and does not foresee undertaking any long term external borrowing during the remainder of the 2021-22 financial year. It is anticipated that as external borrowing is required, it will be undertaken as a mixture of short-term funding through money markets (often intra-local authority lending) and longer term borrowing, for which the PWLB currently offers terms which are most favourable and appropriate to the Council's likely level of requirement. This is in line with the Prudential Indicators, which set limits for the maturity spread of external debt.

The overall treasury management portfolio as at 31.3.21 and for the position as at 31.12.21 are shown below for both borrowing and investments.

Treasury Portfolio				
	Actual	Actual	Current	Current
	31.3.21	31.3.21	31.12.21	31.12.21
	£'000	%	£'000	%
Treasury Investments				
Banks	5,843	29%	4,122	10%
Building Societies - rated	2,000	10%	8,000	19%
Local authorities	-	0%	3,000	7%
DMADF (H.M. Treasury)	6,000	30%	20,500	49%
Money market funds	6,000	30%	6,000	14%
Total treasury investments	19,843		41,622	
Treasury external borrowing				
Local authorities	-		-	
PWLB	-		-	
Other	-		-	
Total external borrowing	-		-	
Net treasury investments (borrowing)	19,843		41,622	

Forward projections of borrowing are summarised in the Prudential Indicators at appendix 10 and considered in more detail in the capital strategy at appendix 11a. The liability benchmark set out in the Interest Rate Risk section above allows management of interest rate exposure while ensuring that funds are kept available for cash flow requirements.

Acceptable sources of loans as stated in the TM schedules are:

- Public Works Loans Board
- UK Municipal Bonds Agency
- Community municipal investment bonds

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UK Infrastructure Bank
Local authorities
Public bodies
UK banks and building societies
Debt capital markets (a market where companies raise funds by trading debit securities such as corporate and government bonds). This could include, for example, insurance companies or pension funds.

In October 2019, the Public Works Loans Board (PWLB) increased the margin over gilt yields by 100 basis points (1%) to 180 basis points (1.8%) on loans lent to local authorities. Following a consultation process, this was reversed in November 2020. At the same time, government implemented a reform of its lending terms with the aim of ending the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. In order to be able to benefit from PWLB lending, local authorities must now provide information about the level and type of planned capital activity, project descriptions and an assurance from the Section 151 officer that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. This approach is further clarified in the updated Treasury Management Code and Prudential Code. The Council is mindful of these requirements. Officers will keep sources of borrowing under review in conjunction with the Council's treasury management advisors and select those offering the best value for money to the Council at the time the funding is required.

4.2 Limits to borrowing activity

Borrowing limits are included within the Prudential Indicators. The operational boundary is the limit which external debt is not normally expected to exceed. The authorised limit represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited.

Further, the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

The Council's Commercial Strategy and Capital Strategy also sets a proportional debt limit, which has been assessed as approximately £70 million. This figure has been arrived at after consideration of benchmarking provided by external expertise, based on overall debt compared to cost of service and the financing liabilities this would place upon the council. This overall limit encompasses both internal and external borrowing activity.

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Teignbridge District Council adheres to the DLUHC investment guidance which states that money may not be borrowed in advance of need in order to invest at a profit. Any decision to borrow in advance for capital projects or debt maturities would only occur if there was a clear business case to do so. Borrowing may occur to cover temporary shortfalls in cash balances.

5. Prudential indicators

The Council's capital expenditure plans are the key driver of treasury management activity. They are reflected in the prudential indicators, which include both capital and treasury elements.

The Prudential Code requires local authorities to set prudential indicators for capital finance for the forthcoming and following years and to monitor actual figures from previous years where required.

The setting of indicators is done before the beginning of the forthcoming year as part of the budget process. The prudential indicators may be revised at any time, following due process and taking into account their affordability. The prudential and treasury indicators in appendix 10 take into account the affordability of the Council's capital finance plans, ensuring that borrowing remains within prudent and sustainable levels and that treasury management decisions are taken in accordance with good practice.

Further detail is available within the Council's capital strategy. This takes a long-term view of proposed borrowing to fund capital expenditure, together with the financing costs (interest and Minimum Revenue Provision).

6. Minimum Revenue Position (MRP) Annual Statement:

Regulation 28 of The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 states that 'A local authority shall determine for the current financial year an amount of minimum revenue provision which it considers to be prudent'. The provision is made from revenue in respect of capital expenditure financed by borrowing or credit arrangements. These amounts make up the Council's capital financing requirement (CFR).

The first recommendation given by the guidance is to prepare, before the start of each financial year, an annual statement of the policy on making MRP in respect of that financial year and submit this to Full Council for approval. The guidance recommends that 'prudent' provision should be made in accordance to the following:

- That the provision should ensure that debt is repaid over a period similar to one over which the capital expenditure provides the benefit, or if it is government-supported borrowing, over the period in the grant determination.
- That the provision should be calculated by one of the four methods that the Secretary of State considers appropriate to making prudent provision although it is recognised that other approaches are not ruled out. The four methods are:
 - Option 1 – regulatory method.
 - Option 2 – CFR method

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Both option 1 and option 2 are only available in relation to capital expenditure incurred before 1 April 2008 or after April 2008 that the authority is satisfied forms part of its Supported Capital Expenditure for Revenue Support Grant purposes. Neither of these applies to Teignbridge.

Option 3 – asset life method

This option is applied to particular items of capital expenditure and sets up a simple framework for spreading the expenditure over the estimated useful life of the asset. Revenue provision is then calculated one of two ways – equal instalments or annuity method. The equal instalments method divides the cost equally over a number of years. The annuity method differs from the equal instalment method in that the amounts payable start low and increase over time. This is because it is a method often used to calculate loan repayments, where it is required that the total amount of principal and interest repaid each year is a common amount. It is therefore suited to investments where revenues will increase over time. It also takes into account the time value of money by growing approximately with inflation over time.

Option 4 – the depreciation method

This method places reliance on standard depreciation accounting procedures in setting MRP charges. This means the future profile of charges will be matched to the consumption of the relevant assets, however potentially creates uncertainty in the charges which would apply each year as assessments of useful life change over time.

With all options MRP should normally commence in the financial year following the one in which expenditure was incurred. Regulation 28 does not define ‘prudent’. However statutory guidance, which authorities must “have regard” to, has been issued by DLUHC. It makes recommendations to authorities on the interpretation of that term. The broad aim is to put aside revenue over time to cover the CFR. The DLUHC guidance was updated in 2018 (applicable from 1 April 2019) to include a number of clarifications on determining a prudent level of provision. A consultation is underway for further elements of regulation, including the need for providing MRP on loans to third parties and not using capital receipts in place of MRP. MRP can only be nil if a local authority’s capital financing requirement is nil or negative on the last day of the preceding year, or a previous year’s overpayment is being offset. The Council has a positive capital financing requirement, mainly due to the purchase of Market Walk.

In 2022-23 it is proposed to continue to adopt option 3, the asset life (annuity) method.

The Council does not rule out alternative methods of prudent provision as per the regulations. Investment assets may also be sold to repay any outstanding debt liabilities.

Teignbridge District Council Capital Strategy

Background

Local authorities are required by regulation to have regard for the Chartered Institute of Public Finance & Accountancy (CIPFA) Prudential Code 2017 edition and Treasury Management Code 2017 edition. CIPFA published the revised codes on 20th December 2021 and has stated that formal adoption is not required until the 2023/24 financial year. The 2017 Prudential Code requires that local authorities have in place a capital strategy. This is in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and overall organisational strategy and resources. The aim is to ensure decisions are being made with sufficient regard to the long run financing implications and potential risks to the authority. Local authorities must also have regard to the Statutory Guidance on Local Government Investments, the updated 3rd edition of which applies from 1 April 2018. This requires the production of at least one investment strategy. Teignbridge District Council have:

- a Treasury Management Strategy Statement which is primarily concerned with treasury (financial) investments

- a Capital Strategy, which also covers non-financial investments (for example, service or commercial investments in property).

Purpose

The capital strategy is intended to give an overview of how the Council plans and delivers its capital expenditure, capital financing, treasury management and investment activities. It shows how these activities are carried out with the aim of fulfilling the priorities set out in key strategic documents such as the ten year council strategy and local plan. It is a key document for the Council and forms part of the annual budget papers.

As part of its budget papers, the Council produces a Medium Term Financial Plan. It shows how in recent years the Council has been demonstrating a prudent approach to prepare for grant reductions. For 2022-23, the Medium Term Financial Plan is still influenced by the Covid-19 pandemic. As well as loss of income for the Council, the pandemic has affected the provisional local government finance settlement, which is once more short-term for one year only due to the uncertainties in the economic landscape. The Business Efficiency Service Transition programme (BEST 2020), is now focused on recovery and relabelled "Better 2022". Previous savings plans and restructuring efficiencies continue to benefit the Council. Options for continuing to reduce budgets are being evaluated and have been built into the budget where appropriate. 2022-23 proposals show how Teignbridge can prepare for grant reductions under the anticipated funding regime and losses in income due to Covid 19. It assumes continued savings and income generation, with use of reserves to support the funding of budget gaps where necessary.

The Capital Strategy shows how the Council intends to focus its capital investment to further its strategic objectives, including investment in infrastructure, housing and reducing the impacts of climate change. It provides the framework which will allow the Council to achieve its vision of shaping Teignbridge as a place which is economically resilient, delivering good quality services while addressing the funding challenges outlined above.

Teignbridge District Council Capital Strategy

The Treasury Management Strategy and performance indicators, along with the Capital Strategy provide information on Teignbridge's approach to managing the risks associated with capital investment and financing decisions taken.

1. Capital Expenditure

1.1 Strategic factors

The capital programme is included at Appendix 7 of the budget papers. The capital strategy which underpins it is driven by a number of factors:

The ten year Council strategy. Recently updated to cover the period 2020-2030, this sets out the Council's key objectives:

- A carbon neutral district
- Better quality and affordable housing
- Wages and jobs growth
- Active and sustainable travel choices
- Encouraging our young people to stay
- A healthier population living in resilient communities
- A clean, green and safe environment
- An open council

The capital programme is continually reviewed with a particular focus on the primary goals of affordable housing, carbon neutrality and wages and jobs growth.

A provision of £8.5 million is included for the next stages of the Teignbridge 100 housing scheme for affordable and social housing. This work has already commenced as the programme covers Council-built homes at Drake Road (completed) and East Street Newton Abbot (expected to reach practical completion by the end of 2021-22) as well as the purchase of properties for shared housing and for the rough sleeper accommodation programme. The Teignbridge 100 pipeline covers a range of urban and rural sites, including the Dartmoor National Park. Houses, apartments and bungalows are included and scheme sizes range from 2 to 30. The intention is to deliver a rented programme across urban and rural locations on Teignbridge land.

The Council's Climate Change Officer continues to develop the Carbon Action Plan, supported in the capital programme with a further provision of £1.2 million funded from borrowing for measures to reduce the authority's carbon footprint. A separate provision of £1m is included for a bid under the third round of the Public Sector Decarbonisation Scheme.

These proposals build on the major decarbonisation schemes which have been underway during 2021-22. The major Forde House decarbonisation and agile working project is funded mainly from borrowing, with contributions from Public Sector Decarbonisation Scheme grant and Teignbridge capital receipts. Further grant funded improvements under the Public Sector Decarbonisation Scheme covering leisure sites Newton Abbot Leisure Centre, Broadmeadow Sports Centre and Teignmouth Lido are due to complete during 2022.

Teignbridge District Council Capital Strategy

There are significant provisions for town centre investment, including the Future High Streets Fund scheme, for which the Council has been awarded funding of £9.2 million. This was 69% of the original bid due to the funding being oversubscribed. It will make a significant contribution to the infrastructure of Newton Abbot town centre. Space for community, artistic and cultural activities will be created under the innovative plans, alongside a revitalised market, food hall and Market Square. Significant improvements will be made to Queen Street and the National Cycle Network Route and a new state-of-the-art cinema will be built.

The regeneration will build on the 800 year history of Newton Abbot as a market town, creating a modern centre that embraces sustainable travel and encourages people to shop, buy, eat and socialise locally. As a premier market destination, it will boost footfall and increase spending in the town, supporting local businesses.

Along with a provision of £2 million for employment infrastructure, the aim is to help stimulate growth in the local economy and ensure it is an attractive and well-connected environment for local businesses.

The Local Plan, which guides development in the district, setting out policies, proposals and actions to meet the environmental, social and economic challenges facing the area. This includes supporting infrastructure for proposed developments. The capital programme shows contributions towards improvements to the A382 and enabling a new bridge and link road in Dawlish. There are provisions for further contributions to transport infrastructure, including the Jetty Marsh link road, South West Exeter transport and transport hubs and public transport. There are provisions towards education facilities in the wider Teignbridge area and projects to create and improve green spaces, sports and leisure facilities and cycle routes.

The council's asset management plan, which sets out the council's approach to the strategic management of its land and building assets. It aims to ensure the council maximises use and efficiency of its property portfolio, making a long term positive contribution to service delivery. The capital programme includes items which invest in council buildings, such as the provision for carbon reduction projects, including fabric and heating improvement at Forde House and provisions refurbishment and carbon reduction measures at leisure sites. The capital programme is supported by any capital receipts arising from the disposal of assets.

The council's Medium Term Financial Plan – the programme must be affordable within the council's overall budget plans. This means that business cases for projects funded by borrowing must demonstrate that they will cover the revenue costs associated with borrowing over the life of the asset.

Strategic Service Planning – The Business Efficiency Service Transition (BEST) 2020, now refined and relabelled as "Better 2022" incorporates service business plans. In addition to identifying potential savings, the focus is on defining strategic direction, examining the nature of services provided and whether they provide clear social or economic value. As part of this, future projects and asset management options are considered, which will shape the future shape of the capital programme.

Teignbridge District Council Capital Strategy

Commercial Strategy – The commercial strategy is intended to support the Council's financial sustainability. It takes a broad view of the concept of commercialisation, to include service and charging reviews and process redesigns; financial management, investment and procurement initiatives; housing and regeneration projects, asset management and income generation. While it does not relate exclusively to the capital programme, it has links to the capital strategy in terms of the larger projects within the Key Priorities of Regeneration and Commercial Property, Asset Management and Housing. Delivery of these projects is integral to the Council strategy aims and service provision, providing affordable housing and delivering jobs and wages growth. They are supported by the Council's approach to investments and the borrowing which is critical to funding them. This is relevant to the Key Priority of Financial Management and must be taken into account within the Council's treasury management strategy.

CIPFA and Government guidance – the council must have regard to both CIPFA's Prudential Code (capital expenditure and financing) and its Treasury Management Code (the management of borrowing, investments and cash flow). Both of these Codes were recently updated in December 2021, with updated provisions to be implemented by 2023-24. Teignbridge have already adopted some of the updated requirements and the remainder will be implemented by 2023/24. They include formal adoption of the debt liability benchmark in relation to financing risk around borrowing and clarification of what CIPFA expects a local authority to borrow for and what they do not view as appropriate. Environmental sustainability will in future be addressed within the Capital Strategy, with amendments to the treasury management practices (TMPs) to address environmental, social and governance (ESG) policy within the treasury management risk framework.

New Investment Management Practices (IMPs) are introduced to manage risks associated with non-financial investments, with further reporting requirements for service and commercial investment.

In relation to treasury management, there are enhanced requirements around the effective management of liquidity and longer term cash flow requirements, with long term treasury investments to be supported by a business model. The knowledge and skills register for individuals involved in the treasury management function is to be proportionate to the size and complexity of the treasury management conducted by each council.

In addition, all investments and investment income must be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Teignbridge District Council Capital Strategy

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is “either related to the financial viability of the project in question or otherwise incidental to the primary purpose”.

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that ‘plausible losses’ could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

In addition to the CIPFA Codes of Practice, the Department for Levelling Up, Housing and Communities (DLUHC), formerly Ministry for Housing, Communities and Local Government (MHCLG) issued updated statutory guidance on investments and minimum revenue provision (MRP) in February 2018. A consultation is underway for further elements of regulation, including the need for providing MRP on loans to third parties and not using capital receipts in place of MRP.

1.2 Governance

Responsibility for decision-making and ongoing monitoring in respect of capital expenditure, investment and borrowing, including prudential indicators remains with Full Council. Each year, the budget process reports to Full Council across a range of strategies and information which is relevant to capital expenditure, investment plans and financing implications, to ensure that decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

The capital programme is considered annually by Full Council. Updates are reported to CMT and Executive throughout the year, with any budgetary changes approved by reference to the virement rules in the financial instructions. Separate reports are brought back to Full Council for approval for any larger projects (over £250k).

The Treasury Management strategy, which sets out policies relating to the management of investments, balancing security, liquidity and yield. This is approved annually by Full Council and includes the approved lending list and the council's approach to borrowing. Updates are brought to Executive throughout the year as necessary.

The Minimum Revenue Provision Statement sets out the council's method of making prudent provision from revenue in respect of capital expenditure financed by borrowing or credit arrangements. Any changes are required to be approved by Full Council.

The Prudential Indicators aim to demonstrate whether the Council has fulfilled the objectives of an affordable, prudent and sustainable approach to capital expenditure, investment and debt. Any revisions are required to be approved by Full Council.

Teignbridge District Council Capital Strategy

The Commercial Strategy, as approved by Full Council in February 2020. It includes an explanation of the role of the **Commercial Property Investment Board**.

Role of the Capital Review Group

Teignbridge District Council operates a Capital Review Group (CRG), with members including senior officers across a range of services. This allows a corporate approach to capital planning and expenditure, along with the use of property assets throughout the organisation. Its role is to consider and prioritise capital proposals, ensuring that proper option appraisals are carried out and that they have considered in sufficient detail those matters which are required to be taken into account by the Prudential Code:

- Strategic service objectives
- Stewardship of assets
- Value for money (option appraisals)
- Prudence and sustainability (including external debt implications and impact on revenue budgets)
- Affordability
- Practicality (including staff resource requirements)

Proposals must follow the Capital project reporting flow chart as per the Financial Instructions. An initial Outline Proposal Form is followed up by a financial appraisal and Project Initiation Document (PID) as required. The CRG ensures early wide consideration. Stage 2 of the flow chart ensures the correct level of approval as per the Council's constitution. The details of this process are currently under review as mapping work continues to align the capital approvals process with the updated suite of corporate project management documents and procedures.

Basis of cost estimates – Council project managers are experienced in providing cost estimates in line with best practice, to include surveys, preliminaries, project and design team fees, risk allowances, contingency and other development and project costs. Previous similar schemes can be reviewed on SPAR.net (the council's performance and risk management system). For certain projects, external quantity surveyors may be appointed either on a one-off basis or as part of a multi-disciplinary project management team. Financial appraisals look at the whole life cost of projects including both capital and long term revenue costs, with inflation factored in.

The CRG also monitors the existing capital programme to ensure its continued relevance, consider the progress of schemes including variations and re-phasing and to identify or reallocate unused resources.

SPAR.net is used to identify potential risks and to highlight causes for concern, whether budgetary or progress-related. In addition, it provides a reference resource of historical information which can help to inform current decisions and allows lessons to be learned from past experience.

The role of the CRG is crucial to ensuring that the risks associated with capital investments are mitigated. It ensures that projects demonstrate affordability, that there is wide consultation to ensure proper procedures are followed, for example tender processes, legal

Teignbridge District Council Capital Strategy

and financial matters. It also considers whether there are sufficient resources for effective project management and delivery.

Increasingly, the active phases of capital projects are being managed under the corporate project management methodology, with regular project team meetings using standard templates to record Risks, Actions, Issues and Decisions (RAID logs), ensuring that risks to delivery are actively managed and giving projects the best opportunities to be completed according to plan. This approach will be formalised as part of the mapping and review currently being undertaken.

1.3 Commercial Activity

The Council's approach to commercial activity is dealt with in its Commercial Strategy. This takes a broad view of commercialisation, so as well as capital investments such as housing and regeneration projects, it also deals with service and charging reviews and process redesigns, financial investments, asset management and income generation.

The goal of the commercial strategy is to enable the Council to become financially self-sufficient against the backdrop of reduced central government funding for local authorities. This is essential to providing the stability which will allow it to focus on the provision of good quality services and achieving the key objectives of the Council strategy.

During 2020-21, the Covid-19 pandemic resulted in significant loss of income for the Council. While some income streams have recovered in 2021-22, they are still well below pre-pandemic projections and but also focused attention on recovery. A budget gap of £2.6 million is forecast from 2024-25, with use of reserves to balance the budget. As part of a savings exercise, revenue contributions to the capital programme have been eliminated over the duration of the medium term financial plan. By acting in a commercially aware manner, the Council aims to contribute towards its vision for Teignbridge and reduce the significant budget gap which has been identified.

The core aim of the commercial strategy which most directly relates to the capital plans of the Council is:

- Increasing financial and social benefits through delivery of regeneration initiatives which stimulate economic growth, and local Housing. This will help ensure local residents find the support they need to thrive and that the right conditions are created for existing and new businesses to grow and be financially independent.

The core aims which underpin the Council's approach to these investments are as follows:

- Being socially responsible – investments and practices which support local prosperity, social and environmental benefits. In line with the Public Services (Social Values) Act 2012 – if business cases have similar returns, look to deliver those initiatives which provide best social or environmental outcome whilst paying due attention to equality, wellbeing and safeguarding.
- Investing within the district is the first priority, but it is recognised that there are benefits to investing within the local functional economic area. Many residents and businesses commute or trade between Teignbridge and the area of the Greater

Teignbridge District Council Capital Strategy

Exeter Strategic Plan (GESP), or the wider Heart of the South West Local Enterprise Partnership area, comprising Devon, Plymouth, Somerset and Torbay.

- Securing external funding and working in partnership

Following the core aims are five specific key priority areas. Relating to capital are the following:

Key Priority 1: Regeneration and Commercial Property Investment

Within the capital programme are significant town centre regeneration projects which focus on the transformation of our town centres away from places simply to shop and towards being destinations for leisure and focal points for communities. The Council is working towards broader regeneration of Newton Abbot town centre, with grant funding of £9.2m approved by the Future High Street fund. This will positively influence the economic prosperity of the district, helping to provide growth in local jobs, attracting businesses to the area and contributing towards local vibrancy. In turn, this encourages people to both work and spend leisure time locally, which should help reduce carbon emissions.

Key Priority 2: Asset Management

To ensure the Council maximises the available benefits of its assets, whether as operational sites, to re-purpose or sell. Carbon neutrality is considered in relation to asset management, with provisions for measures from the Carbon Action Plan to be implemented.

Key Priority 3: Commercialisation and strong, agile operating practices

Although largely relating to operational procedures, there are links to the capital programme via the purchase of the equipment and software to enable digital transformation projects.

Key Priority 4: Financial Management

Treasury management is crucial to ensuring cash is available when needed, including longer term for capital projects which may be funded from borrowing. Investments which are not covered by the Treasury Strategy lending list follow the approvals route described within the commercial strategy. This also encompasses activity which falls outside the treasury management function, including loans to key partners and stakeholders which deliver social value or economic growth within the district.

Key Priority 5: Housing

The Teignbridge 100 will deliver affordable and social housing across a range of urban and rural sites on Teignbridge land.

Due diligence and risk

The council's project management procedures promote risk-awareness. Teignbridge's appetite for risk seeks to be proportional to its role as a district council. The commercial strategy promotes the development of risk awareness by the use of business cases which must demonstrate the consideration and mitigation of risk factors (an appendix is provided to aid this process), focus on due diligence and consultation where appropriate.

Teignbridge District Council Capital Strategy

Governance and decision-making

Commercial activity is subject to the Council's governance arrangements, with legal advice to be sought on a case-by-case basis. There are provisions for urgent decisions to be taken by the Chief Finance Officer in consultation with the Commercial Property Investment Board, if it would be contrary to the financial interests of the Council to delay. The intention is to allow a quick response to opportunities where appropriate, while adhering to a strict due diligence process.

1.4 Policies on Capitalisation

The Council's accounts are required to be prepared in accordance with proper accounting practices. For capital, these practices are governed by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003 No 3146, as amended) supported by International Financial Reporting Standards (IFRS). Local authorities must also have regard to CIPFA's Prudential Code.

The Council's Statement of Accounts includes detailed policies on the treatment of different asset classes. Capital documentation such as the outline proposal form is considered by the Capital Review Group to ensure that projects meet the requirements for capital expenditure. There are three routes by which expenditure might qualify as capital:

The expenditure results in the acquisition of, or the addition of subsequent costs to non-current assets in accordance with proper practices.

REFCUS expenditure (Revenue Expenditure Funded from Capital Under Statute): These are arrangements which recognise that some expenditure incurred by local authorities has a wider, lasting public benefit than is reflected in the accounting rules for non-current assets, for example grants and loans and expenditure on non-Council assets.

The Secretary of State makes a direction that the expenditure can be treated as capital expenditure.

The Council's current de minimis for capital is £10,000, subject to review.

The Council has not used the capitalisation flexibilities issued by the Secretary of State for the Department for levelling up, housing and communities. These give authorities the continued freedom to use capital receipts to help fund the revenue costs of transformation projects and release savings. These flexibilities continued until 2021-22.

1.5 Capital Expenditure Plans and Financing Strategies

The Capital Programme – the capital programme sets out planned capital expenditure over the medium term financial plan period of 3 years. It shows how each project is linked to a Council Strategy priority and summarises planned expenditure and funding. It is approved annually along with the budget papers, with quarterly updates to Executive Committee

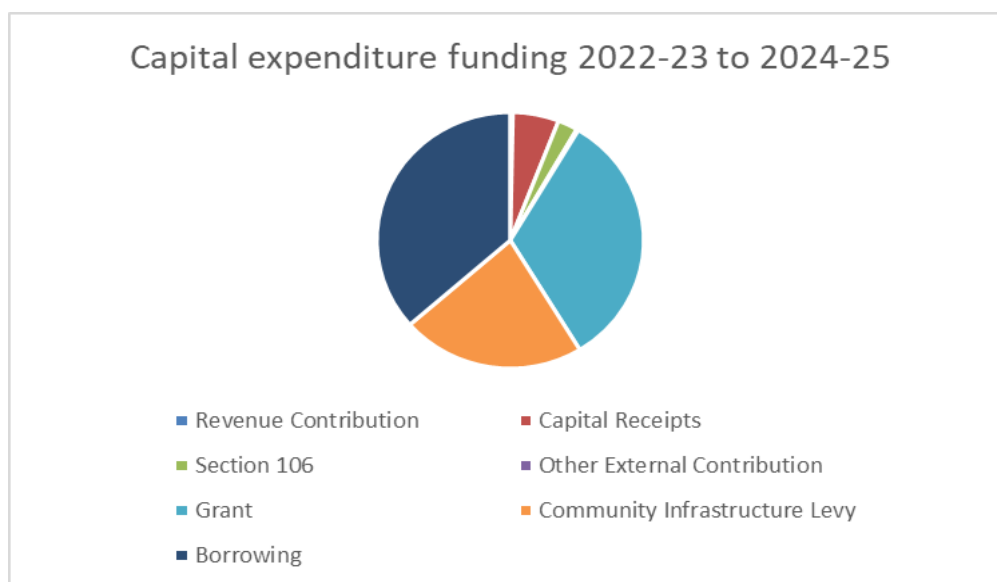
The Council's capital expenditure plans for the current 3 years of the Medium Term Financial Plan amount to £80.5 million, summarised in the table below:

Teignbridge District Council Capital Strategy

Capital Expenditure and Financing (Estimate)	2022-23	2023-24	2024-25	2022-25 Total
	£'000	£'000	£'000	£'000
Planning and Development	10,770	16,060	11,861	38,691
Flood Alleviation and Environment	5,879	4,974	8,879	19,732
Open spaces and Leisure	2,169	3,322	1,956	7,447
Central support services / IT	828	41	41	910
Housing grants and affordable housing	6,931	5,534	1,274	13,739
Total Expenditure	26,577	29,931	24,011	80,519
Revenue Contribution (earmarked reserve)	-250			-250
Capital Receipts	-2,805	-1,470	-225	-4,500
Section 106	-941	-865	-121	-1,927
Other External Contribution	-163	-	-23	-186
Grant	-12,824	-11,095	-2,460	-26,379
Community Infrastructure Levy	-4,162	-3,838	-9,940	-17,940
Borrowing	-5,432	-12,663	-11,242	-29,337
Total Funding	-26,577	-29,931	-24,011	-80,519

Sources of funding

The programme is funded from a combination of capital receipts, revenue contributions, grants and external contributions, Community Infrastructure Levy (CIL) and borrowing. These are explained in further detail below.



Community Infrastructure Levy (CIL) is a charge on new development which aims to ensure that it contributes to the provision of essential local facilities. It must be spent on infrastructure. Under the current system, local authorities are not permitted to borrow against the receipt of future CIL. The government's white paper "Planning for the Future" suggests this issue will be addressed as part of future reforms. Teignbridge's priorities for

Teignbridge District Council Capital Strategy

CIL expenditure are available on the Council's website and reflect the needs identified in the Infrastructure Delivery Plan which supports the Teignbridge Local Plan. Projects include provision of Suitable Alternative Natural Green Spaces, habitat mitigation, leisure provision such as playing pitches and parks, education infrastructure and improvements to local roads and rail, infrastructure for cycling, walking and public transport. CIL projects often involve working together with other organisations, such as the Habitat Mitigation Executive and Devon County Council to achieve improvements across a wide range of infrastructure.

Section 106 contributions are received from developers in relation to specific needs such as leisure and open space improvements, affordable housing, air quality and drainage improvements.

Grants and external contributions are received from a range of government and agency sources towards expenditure such as Disabled Facilities Grants, flood alleviation and prevention and open space and leisure improvements.

Capital schemes funded by CIL, Section 106 contributions, grants or external contributions are required to follow the capital approval process to ensure that the matters which the Prudential Code requires to be taken into account are considered. For example, strategic service objectives, revenue budget implications and the practicalities of delivery.

Teignbridge Capital Funding. There are two ways in which the council can directly contribute to capital projects. **Capital Receipts** are funds which result from events such as the disposal of assets or the repayment of loans which were made for a capital purpose. The Council also receives Right to Buy receipts, allocated to Housing. The council had £6.4 million capital receipts at the start of 2021-22. It is currently forecast that General Fund capital receipts will be £0.1 million by the end of the current Medium Term Financial Plan. In order for Teignbridge to continue to benefit from capital investment in the future, the council will look to reinstate **Revenue Contributions** to capital. This has been withdrawn (with limited earmarked exceptions) due to revenue pressures caused by the loss of income attributable to the Covid-19 pandemic. Projects funded by capital receipts and revenue contributions include contributions to superfast Broadband provision, improvements to Council buildings and equipment including IT projects and waste management, discretionary housing grants and affordable housing.

Borrowing

Projects which are not funded by one of the sources above are initially funded by borrowing and must first demonstrate a sound business case during the capital approval process. This is because there are revenue budget implications associated with borrowing. Both the principal borrowed and interest costs will have to be repaid and it is essential that the capital programme remains affordable, prudent and sustainable with regard to:

- Capital financing costs, eg. interest
- Loss of investment income
- Other income and costs eg. rent, fees & charges, salaries, rates, energy and maintenance arising from the investment

Teignbridge District Council Capital Strategy

- MRP – this is the statutory requirement to charge the revenue account with the principal cost of capital expenditure which has not been met from grants, contributions or capital receipts. It is explained in the Council's Minimum Revenue Provision statement.

Business cases must demonstrate a scheme's ability to cover all the relevant costs above for the whole life of the asset.

Projects funded from borrowing aim to bring a broad range of economic benefits such as continued growth in local jobs, business expansion and wealth creation as well as improving the Council's income resilience against the challenge of lower government funding. Projects include town centre improvements, industrial sites, affordable housing and carbon reduction measures.

The council's approach to borrowing is laid out in Appendix 11 of the budget papers – the Treasury Management Strategy. See also Section 2 below for a projection of the Council's borrowing requirements.

1.6 Asset Management Planning

The Executive member for Corporate Resources has responsibility for assets. The Head of Place and Commercial Services is the current designated Corporate Property Officer (CPO). The CPO is authorised to take the lead on asset management planning across all services thus ensuring that property assets are regarded throughout the Council as corporate assets.

This strategic approach ensures that the Council's business and property plans support its key objectives and inform its spending decisions. The alignment of the corporate vision with service business plans, the Medium Term Financial Plan and Capital Strategy provides a stable context in which to make informed decisions and deliver the right outcomes. Further, it provides the opportunity to shape the property portfolio to efficiently support the delivery of services and to hold, acquire or occupy only those properties that support the aims of the Council. Property assets represent the Council's largest physical resource in financial terms and they underpin all service activities;

- a) For the purpose of direct service delivery (such as parks, gardens and leisure centres);
- b) To support service delivery (for example administrative offices and depots); and
- c) To support the Council's wider policy objectives. This part of the portfolio is varied: Many assets have been made available for social or sporting purposes or are retained for a range of reasons such as a potential to contribute to future regeneration schemes or provide workspace for local employment provision. In addition, the portfolio provides a valuable revenue income, which in turn helps to support the Council in delivering important services to its residents.

The Council's corporate property function sits as part of the Economy and Assets Service and is overseen and supported by the Capital Review Group. The overview below summarises the Council's strategic property aims, asset priorities and how they are managed and monitored.

Teignbridge District Council Capital Strategy

TEIGNBRIDGE COUNCIL CORPORATE ASSET MANAGEMENT OVERVIEW

Our Strategic Property aim is:

ENSURE THAT TDC LAND AND BUILDING ASSETS ARE EFFICIENTLY MANAGED, MAINTAINED, REDEVELOPED, ACQUIRED AND DISPOSED OF IN A CONSISTENT, STRATEGIC MANNER THAT SUPPORTS CORPORATE OBJECTIVES AND SERVICE DELIVERY

Our asset priorities are:

Understand our assets and how they perform	Challenge whether we have the right assets in the right place and in a condition to meet service delivery needs	Dispose of the assets we no longer need	Acquire new assets if we need them	Maintain and invest in property	Make assets more efficient to run	Reduce the carbon footprint of our assets	Make the most of our assets
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We deliver these priorities by:

Retention of a Corporate Asset Database with continued programme to rationalise property information into one place	Asset Challenge Review	Compliance with Property Disposal & Acquisition Policy and Procedures	Investing in a prioritised programme of Planned Maintenance and Capital Programme projects	Proactive estates management
Measuring and monitoring asset data and information to show how our assets perform	Service Business Planning		Delivery of a prioritised programme of strategic property projects set out in the Capital Programme	Ensuring 'best consideration' in all our property transactions
	One Teignbridge Transformation Programme		Compliance with statutory and health & safety legislation	Clear Property Policies and Procedures

Teignbridge District Council Capital Strategy

We keep track of progress & performance with:

Capital Programme - monitoring of delivery by the Capital Review Group					
Performance indicators					
Budget monitoring/ SPAR risk register					
	An Asset Review Schedule	Asset Disposal	Asset Acquisition	Capital Programme monitoring	Capital receipts and revenue income
				Planned & Reactive Maintenance monitoring	
				Property Inspection Regimes	

This work is led by:

The Corporate Property Officer (Head of Commercial Services)				
Economy & Assets Housing & Health Environment & Leisure	All Services	Economy & Assets - Estates	Economy & Assets Housing & Health Environment & Leisure	Economy & Assets

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The ongoing costs associated with existing assets are reflected in the Medium Term Financial Plan and mainly comprise repairs and maintenance, utilities, non-domestic rates, property insurance, furniture and fittings and contracts such as cleaning and grounds maintenance. When considering new capital projects, these long-term costs would be considered as part of the proposal and appraisal process.

Teignbridge District Council Capital Strategy

2. Debt, Borrowing and Treasury Management

2.1 Projection of borrowing requirements

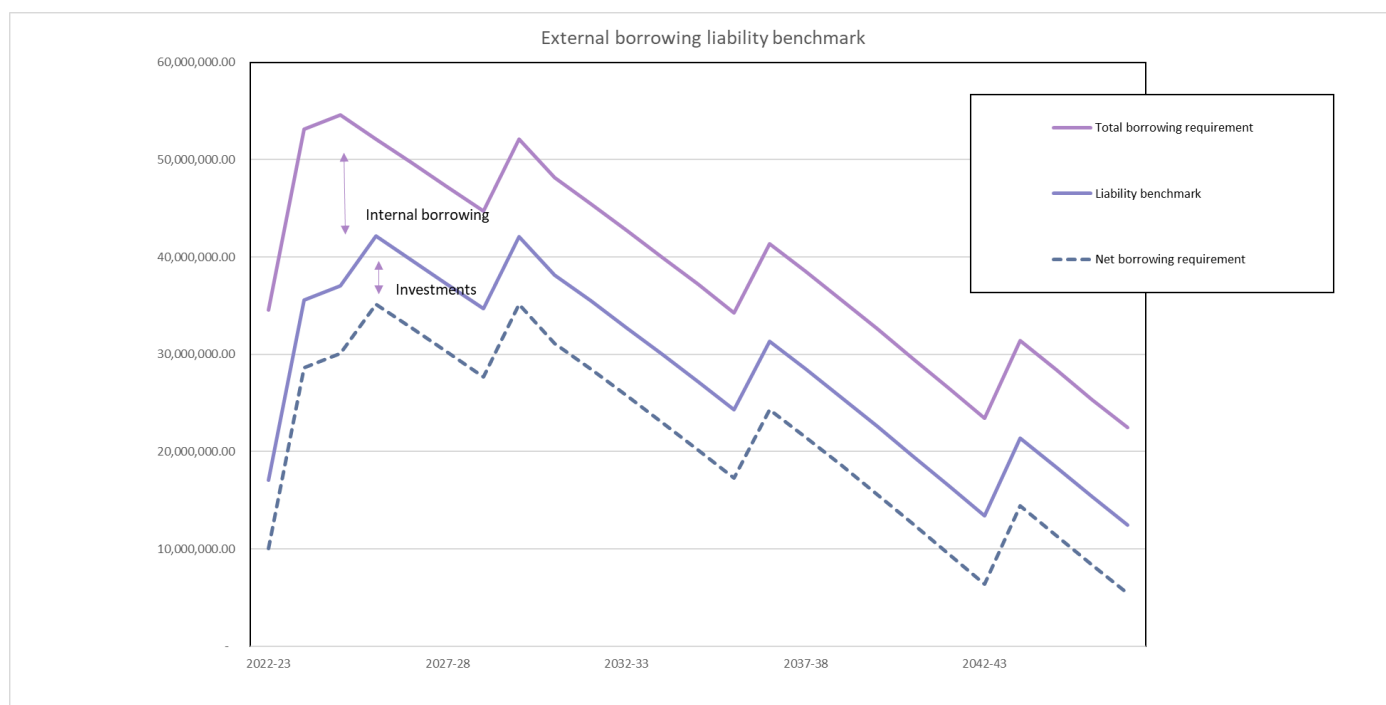
Previous capital projects such as the purchase of Market Walk mean that Teignbridge District Council has an underlying need to borrow. In addition, the capital programme contains projects which would not be immediately funded by grants, contributions, capital receipts or revenue contributions. When taken together, the current underlying need to borrow and projected borrowing from the capital programme give an estimate of the council's future borrowing requirements. The table below divides this between the amount it is estimated we could fund internally from our other cash balances and the amount we would seek to borrow externally.

	2022-23	2023-24	2024-25
	£'000	£'000	£'000
Estimated Capital Financing Requirement should provisional schemes be approved (total cumulative underlying need to borrow).	27,543	46,104	47,570
Estimated internal borrowing	-17,500	-17,500	-17,500
Liquidity cash flow buffer & contingency	7,000	7,000	7,000
Estimated external borrowing	17,043	35,604	37,070

In the longer term, the calculation of a liability benchmark as recommended by CIPFA, extends this information and allows measured borrowing decisions to be made in relation to the amount and maturity profile of loans, which manages interest rate exposure:

This has been calculated by working out the total borrowing requirement should the provisional capital programme expenditure occur, then adjusting for sums which could be funded by internal borrowing. A liquidity allowance is factored in to ensure that funds are available for regular outgoings. This is currently assumed to be a minimum £5 million average daily lending.

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Acceptable sources of loans are the Public Works Loans Board, local authorities, public bodies and UK banks and building societies.

The estimated sums for external borrowing relating to capital are taken account of, along with contingency sums for possible temporary borrowing, in the Prudential Indicators authorised limit and operational boundary. The operational boundary represents a prudent estimate of the maximum level of external debt, whereas the authorised limit provides headroom over and above the operational boundary sufficient for unusual cash movements:

	2022-23	2023-24	2024-25
	£'000	£'000	£'000
Operational boundary	20,000	40,000	40,000
Authorised limit	22,000	44,000	44,000

The Council's Commercial Strategy also sets a proportional debt limit, which has been assessed as approximately £70 million. This figure has been arrived at after consideration of benchmarking provided by external expertise, based on overall debt compared to cost of service and the financing liabilities this would place upon the council. This overall limit encompasses both internal and external borrowing activity.

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2.2 Implications of borrowing

2.2.1 Minimum Revenue Provision (MRP)

All capital expenditure has to be financed from capital receipts, grants and contributions (such as S106 and CIL) or eventually from revenue income. Where local authorities borrow to fund capital expenditure, there is a requirement to ensure that they put aside enough revenue money over time to cover those debts. This is MRP and the broad aim is to ensure that the period over which it is charged is commensurate with the period over which the capital expenditure provides benefits.

The Local Government Act 2003 requires the council to have regard to the Department for levelling up, housing and communities's (DLUHC) Guidance on MRP. This guidance requires the council to approve an annual MRP statement and recommends a number of options for calculating the required prudent provision, while also not ruling out other methods should they be deemed more appropriate. This is discussed in more depth in the council's Minimum Revenue Provision Statement.

The updated DLUHC Statutory Guidance on Minimum Revenue Provision includes a number of clarifications on determining a prudent level of provision. MRP can only be nil if a local authority's capital financing requirement is nil or negative on the last day of the preceding year, or a previous year's overpayment is being offset. The Council has a positive capital financing requirement, mainly due to the purchase of Market Walk.

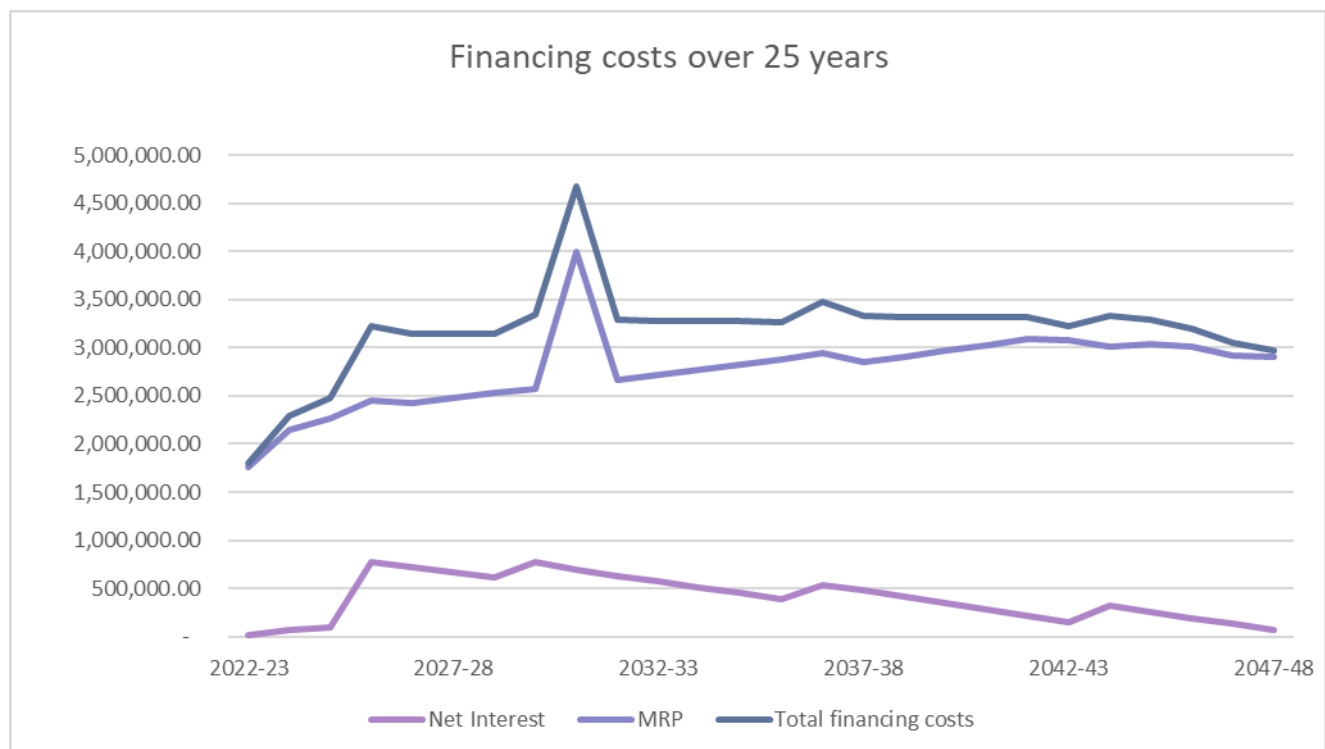
For 2022-23 the Council's MRP statement continues to adopt option 3, the asset life (annuity) method. This is a method often used to calculate loan repayments, where it is required that the total amount of principal and interest repaid each year is a common amount. Principal amounts start low and increase over time. It is therefore suited to investments where revenues will increase over time. It also takes into account the time value of money.

Investment assets may also be sold to repay any outstanding debt liabilities.

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2.2.2 Interest payable

Based on the projected borrowing discussed above (should provisional schemes be approved and all schemes delivered without slippage) and a maturity structure which is spread to mitigate against interest rate risk, it is calculated that net interest payable would be close to £0k in 2022-23, rising to around £70k in 2023-24 and £100k in 2023-24. The following chart shows financing costs (interest and MRP) over 25 years. It should be borne in mind that the business cases for each project would need to demonstrate that they would achieve sufficient return to cover interest costs and any MRP.



The DLUHC suggests indicators to assess an authority's risk exposure as a result of investment decisions. The investment cover ratio looks at total net income from property investments to see whether it will cover the expense of interest. Teignbridge does not currently have interest expense, due to not borrowing externally. This is forecast to change over the next 3 years as follows:

2022-23	Net service property income covers interest cost 22 times over
2023-24	Net service property income covers interest cost 21 times over
2024-25	Net service property income covers interest cost 3 times over, due to increasing forecast interest costs associated with higher borrowing.

2.2.3 Proportionality

In its new investment guidance, DLUHC introduces the concept of proportionality. This is to allow assessment of the contribution of yield-bearing investments to the achievement of a

Teignbridge District Council Capital Strategy

balanced budget. It also requires that quantitative indicators are provided to allow risk exposure as a result of investments to be assessed.

The proportional debt limit for the council has been assessed as approximately £70 million. This figure has been arrived at after consideration of benchmarking provided by external expertise, based on overall debt compared to cost of service and the financing liabilities this would place upon the council.

Neither the Council's historic investments nor its future capital investment plans are purely commercial. They are focused on delivering the housing, regeneration and economic benefits laid out in the Council's Strategy. They do however create an underlying need to borrow and contribute to the Capital Financing Requirement (CFR). The three main items which make up the Council's existing CFR are the costs of purchasing Market Walk, Sherborne House and an industrial unit in Newton Abbot. The Council has chosen to forego treasury management interest in order to fund the underlying need to borrow from other balances in the medium term. Based on the average treasury management interest rate received during Q1 to Q3 of 2021-22, interest foregone due to internal borrowing to cover the Council's Capital Financing Requirement would be in the region of £13,477 per annum. Investment interest rates are still low and if base rate continues to rise, this figure would increase. This approach represents good value for money. Had the Council externally borrowed the equivalent amount at (for example) the PWLB's 10-year rate on 1st April 2021, the annual cost would have been £281k.

Current debt to net service expenditure ratio:

	2021-22
	£'000
External debt	0
Net service expenditure	19,743
Ratio	0

Should all forecast borrowing occur over the next 3 years:

	2022-23	2023-24	2024-25
	£'000	£'000	£'000
External debt	17,043	35,604	37,070
Net service expenditure	20,374	18,822	19,329
Ratio	0.84	1.89	1.92

Commercial and service income

Teignbridge District Council does not currently hold property investments purely to profit from the income. Assets are held for a combination of service delivery, regeneration and economic benefit to the area. The DLUHC guidance on investments suggests the following indicator to demonstrate gross and net income from commercial and service investments. It shows gross rental income and net income (less costs). The operating costs show the property costs (but not the estimated financing costs):

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	2020-21	2021-22	2022-23	2023-24	2024-25
	£'000	£'000	£'000	£'000	£'000
Gross rental income	- 2,755	- 2,572	- 2,691	- 3,243	- 3,647
Net income after costs, including financing costs	- 1,498	- 848	- 1,005	- 1,287	- 956
Operating costs	1,088	1,309	1,162	1,143	1,186

The 2021 Prudential Code includes the following indicator which identifies the percentage of net income (after operating and finance costs) from commercial and service investments, as a percentage of the total net revenue stream. The intention of this indicator is to show the net financial impact on the authority of its entire non-treasury investment income, identifying the potential risk should the investment income cease for any reason.

The actual net income from commercial and service investments to net revenue stream in 2020-21 has been calculated as 4%. Estimates for future years are as follows, increasing due to additional anticipated rental income in relation to projects within the capital programme, falling due to increased interest and MRP in 2024-25:

Estimate 2021-22	Budget 2022-23	Forecast 2023-24	Forecast 2024-25
4%	5%	7%	5%

In considering whether authorities could plausibly absorb any losses in budgets or reserves without unmanageable detriment to local services, the net income from commercial and service investments is below considered as a proportion of useable, un-earmarked general revenue reserves. Net income from commercial and service investments in 2020-21 as a percentage of these general reserves was 73%.

2.2.4 Prudential Indicators

The Local Government Act 2003 requires the council to have regard to CIPFA's Prudential Code. Its objectives are to ensure, within a clear framework, that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice, with an understanding of the risks involved. Local authorities must look at capital expenditure and investment plans in the light of overall organisational strategy and resources, ensuring decisions are made with sufficient regard to the long run financing implications and potential risks to the authority.

To that end, the Prudential Code sets out indicators which must be approved by Full Council and factors which must be taken into account. The factors which must be taken into account underpin the work of the Capital Review Group (see above).

In setting its Prudential Indicators, the council sets borrowing limits which are affordable and sustainable. The authorised (absolute) limit and operational (day-to-day) boundary are

Teignbridge District Council Capital Strategy

consistent with the council's capital programme and treasury management strategy. In addition, they identify long-term liabilities relating to capital (and as set out in the relevant note to the annual Statement of Accounts) in order to arrive at prudent limits on external borrowing.

Estimates of capital expenditure and the capital financing requirement bring together past and future capital commitments for consideration of affordability.

The treasury management prudential indicators are designed to deliver accountability in taking capital financing, borrowing and treasury management decisions. They also highlight possible risks such as interest rate exposure and demonstrate the policies in place to mitigate the risks, for example, limiting the length of investments and the maturity structure of borrowing.

2.3 Treasury Management

The Council has regard to CIPFA's *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2017*. In doing so, it follows three key principles:

- Maintaining comprehensive policies, practices, strategies and reporting arrangements for the effective management and control of treasury management activities
- The effective management and control of risk are prime objectives and responsibility for these lies clearly within the Council. Risk appetite forms part of the annual Treasury Management Strategy. The council's investment priorities relating to this area are security of the principal sums and liquidity, keeping money readily available for expenditure when needed.
- The pursuit of value for money and the use of suitable performance indicators are valid and important tools. Within the context of effective risk management, the Council's policies and practices reflect this.

The Council has adopted four clauses as recommended in the Treasury Management Code, as follows and seeks to adopt the updated clauses as per the 2021 code.

1. Teignbridge District Council will create and maintain, as the cornerstones for effective treasury management:

A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities

Suitable treasury management practices (TMPs), setting out the manner in which Teignbridge District Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

2. Full Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed by its TMPs.

Teignbridge District Council Capital Strategy

3. Teignbridge District Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Executive Committee, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with Teignbridge District Council's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. Teignbridge District Council nominates the Audit Scrutiny Committee to be responsible for ensuring the effective scrutiny of the treasury management strategy and policies.

Yield becomes a consideration after the priorities have been satisfied. The majority of treasury management investments are "specified" as defined in the DLUHC 2018 investment guidance; in sterling, with a maturity of no more than one year, placed with the UK government, other local authorities or bodies and investment schemes of high credit quality, determined by the lending list, which is reviewed quarterly and updated as necessary.

The treasury management strategy is designed to be "risk aware" rather than the traditional "risk averse". This has been approached in a measured way to mitigate against risk, recognising a balance within the overall priorities of security, liquidity and yield. Property and diversified income funds are included as non-specified investments within the authorised lending list, while other non-specified investments such as renewable energy/social impact investments and on-lending to key partners and stakeholders would follow the approvals route laid out in the Commercial Strategy and the statutory guidance around MRP provision and not borrowing purely for financial return.

The council's Treasury Management schedules require that specified investment institutions meet the following minimum ratings from the ratings agencies:

Ratings Agency	Long Term	Short Term	Baseline Credit Assessment Bank viability
Fitch	BBB	F2	bbb
Moody's	Baa2	P2	baa2

In addition to considering ratings from agencies it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties. Daily relevant financial news updates and market commentaries are received by email from treasury advisors, brokers and the Council's bank. These enable assessment of future treasury risks and scenarios in order to develop suitable risk management strategies.

Teignbridge District Council Capital Strategy

The Treasury Management strategy also sets out the Council's approach to borrowing. It is underpinned by the Prudential Code and DLUHC investment guidance. Any decision to borrow in advance for capital projects or debt maturities would only occur if there was a clear business case to do so. Borrowing may occur to cover temporary shortfalls in cash balances.

The liability benchmark set out above allows management of interest rate exposure while ensuring that funds are kept available for cash flow requirements.

The Council will adopt a flexible approach to borrowing, making use of internal resources and keeping shorter term borrowing under review in comparison to longer term borrowing costs. This approach is to minimise financing costs and to spread re-financing risk. Acceptable sources of loans as stated in the Treasury Management schedules are the PWLB, UK Municipal Bonds Agency, community municipal investment bonds, local authorities, public bodies, UK banks and building societies and debt capital markets.

In October 2019, the Public Works Loans Board (PWLB) increased the margin over gilt yields by 100 basis points (1%) to 180 basis points (1.8%) on loans lent to local authorities. Following a consultation process, this was reversed in November 2020. At the same time, government implemented a reform of its lending terms with the aim of ending the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. In order to be able to benefit from PWLB lending, local authorities must now provide information about the level and type of planned capital activity, project descriptions and an assurance from the Section 151 officer that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. The Council is mindful of these requirements. Officers will keep sources of borrowing under review in conjunction with the Council's treasury management advisors and select those offering the best value for money to the Council at the time the funding is required.

The Treasury Management Mid-Year and Year End Reviews report on activities undertaken and provides key information on performance including average interest rates achieved. In addition, the Chief Finance Officer receives regular reports, which form part of financial reports received by the Executive and Corporate Leadership Team. Historically, these used the 7-day London Interbank Bid Rate (LIBID, or the interest rate at which banks are willing to borrow from other banks) as a benchmark. Due to the phasing out of LIBOR/LIBID rates, the Council will use an investment benchmark to assess the investment performance of its portfolio of overnight SONIA. SONIA (Sterling Overnight Index Average) is administered by the Bank of England. It is based on actual transactions and reflects the average interest rates banks pay to borrow sterling overnight from other financial institutions and investors.

The latest Treasury Management Code includes investments which fall outside normal treasury management activity. Commercial or service (property) investments are sometimes entered into outside of normal treasury management activity. These need careful financial risk assessment. Where such investments do not give priority for security and liquidity over yield, CIPFA recommends that such a decision should be explicit, setting out the risks and the impact on financial sustainability. This is a critical purpose of due diligence procedures. The Council's current CFR and projected borrowing relate to projects whose central purpose is for the provision

Teignbridge District Council Capital Strategy

of services or regeneration. The Commercial Strategy highlights the crucial role of risk assessment and due diligence before entering into any non-specified investment.

3. Knowledge and Skills

The Prudential Code requires that the capital strategy gives details of the knowledge and skills available to the authority and confirmation that they are commensurate with its risk appetite.

As a district council, Teignbridge strikes a balance between the retention of suitably qualified staff and the use of external expertise where this offers best value and flexible use of resources.

Treasury management staff receive internal training from experienced staff and managers. Staffing is arranged so that a bank signatory (all experienced managers), is always available for consultation on decisions. Procedure and system notes, together with official guidance from CIPFA and the DLUHC are maintained for consultation within the section. These are updated for any changes, which are also communicated to the relevant staff. Bank signatories are professionally qualified accountants, with the officers carrying out daily procedures either studying with or AAT-qualified.

During 2019-20, a tender process was undertaken to appoint treasury management advisors. The Council uses Link Asset Services. This decision recognises the value in employing external providers to acquire access to specialist skills and resources, especially in the light of the Council's anticipated borrowing requirement. However, responsibility for treasury management decisions remains with Teignbridge District Council at all times and officers will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

In terms of capital expenditure, the Council has the benefit of the experience of three fully qualified chartered accountants and six AAT-qualified members of staff. It also has access to specialist advice through subscription to consultants who specialise in local authority accounting and capital finance. In addition, knowledge and skills are shared throughout the region via the Devon Accounting Development Group.

In relation to the investment strategy, as well as the experience of RICS-qualified staff, the Council has working relationships with a range of specialist consultants whose areas of expertise include property management, development and infrastructure, investment and valuation.

The Council has a Legal team, experienced in a comprehensive range of legal work relevant to local authority and also works with external legal service providers where other expertise is required.

Council officers across a range of disciplines, including Property and Assets, Planning, Housing and Finance as well as other service areas, make up the Capital Review Group to ensure project appraisal is subject to wide early scrutiny and practical considerations.

The Council's constitution ensures an effective governance process. The chief finance officer is responsible for ensuring that all matters required to be taken into account are reported to the decision-making body (normally Full Council).

Teignbridge District Council - Budget Consultation Report

Date: 22 February 2022

From: Communications Team

Subject: Consultation feedback to Executive Committee

Methodology

The Communications Team were tasked to consult with the public, businesses, on the website, about the budget proposals.

The consultation ran from 16 December 2021 to 25 January 2022 and below you will find a short summary of the results so that full Council on 22nd February has the opportunity to take into account residents' feedback when considering the final budget recommendations from Executive.

The survey

The following budget questions were put to Teignbridge residents:

Please say how strongly you agree, or disagree, with the Council's proposals to:

1. Do you agree with the current recommendation to a 2.78% increase, (£5 per year, for a Band D property taking the council tax to £185.17 for the year) to help maintain essential services?
2. Do you agree we should work with others to support climate change initiatives and take action to reduce our carbon footprint?
3. Do you agree we should continue to support housing as a priority, by enabling/building affordable housing and improving poor quality homes.
4. Do you agree we should support the economy and jobs through improving town centres?
5. Do you agree we should be encouraging businesses into the area?
6. Do you agree we should invest in schemes that create better transport links?
7. Do you agree we should invest in schemes that promote better health and wellbeing through leisure and recreational spaces?

	Increase council tax	Support Climate change	Support housing as a priority	Support Economy and jobs	Encouraging businesses into the area	Create better transport links	Promote better health and wellbeing
Strongly Agree	19%	41%	33%	29%	33%	38%	35%
Agree	38%	27%	30%	49%	49%	44%	37%
Neither Agree nor disagree	15%	16%	13%	13%	13%	11%	20%
Disagree	13%	9%	13%	6%	4%	5%	6%
Strongly disagree	15%	7%	11%	3%	1%	2%	2%

8. To balance the council's budget in the future, which of these would you expect us to consider? You can tick more than one.

Generating more income to re-invest in council services	73 % agree
Making more budget savings	41% agree
Reducing the services, we provide	8% agree
Increasing council tax further	22% agree

Appendix 13

Executive 8 February 2022

Extract Minute No.12

Final Financial Plan Proposals 2022/23 TO 2024/25

The Executive Member for Corporate Resources presented the report to consider the final financial plan proposals 2022/23 to 2024/25 for recommendation to Council on 22 February. He thanked all staff who had contributed in preparing this balanced budget.

The budget proposals for 2022/23 were subject to the recommendations as per minute No.11.

- No rural aid reintroduced or any voluntary sector small grant scheme;
- Grants to CAB/CVS/East Teignbridge and Newton Abbot community transport be maintained at their 21/22 grant levels for the next year;
- Carn 2 Cove grant be eliminated;
- The rent subsidy scheme to remain in its current form for the next financial year; and
- The Councillors Community Fund be increased by £200 per Councillor to £1,200.

RECOMMENDED that Council approve the final budget for 2022/23 and the outline plan for the subsequent years 2023/24 and 2024/25;

The proposed budget included:

- An increase in council tax of £5 or 2.78% to £185.17
- Continued funding for a climate change officer (with increased temporary resources) and enhanced planning enforcement
- Increased provision in the capital programme for climate change projects
- The continuing reduction in new homes bonus
- Other central funding reductions – in particular provisional assumptions for business rates for future years and reset of the baseline
- Reserves at 12.8 % of the net revenue budget or just over £2.0 million
- Increased support for housing including the Teignbridge 100 whilst backing business and bringing people and organisations together for local neighbourhood planning
- Infrastructure delivery plan investment funded by community infrastructure levy and external sources where available
- Continuation of grant funded South West Regional Monitoring Programme
- Town centre investment in infrastructure and employment
- A new two year pot of £40,000 per annum for 'Tidy Teignbridge' initiatives to improve cleanliness for town and parish councils
- Paying £1 million off our pension deficit in 2022/23 to reduce ongoing contributions
- Additional temporary resources to deliver expediently the significant projects and proposals identified above and within the capital programme, service reviews

and processes to identify business and system improvements/developments, estate management, governance and communications

- No rural aid reintroduced or any voluntary sector small grant scheme
- Carn 2 Cove grant be eliminated
- The Councillors Community Fund be increased by £200 per Councillor to £1,200
- The rent subsidy scheme continues in its current form
- Grants to Citizen Advice Bureau/Community and Voluntary Sector/East Teignbridge and Newton Abbot Community Transport be maintained at their 21/22 grant levels for the next year and Carn 2 Cove grant be eliminated.

The vote was unanimous.

Appendix 13

**Teignbridge District Council
Full Council
22 February 2022
Part i**

Future High Street Fund - Newton Abbot Market

Purpose of Report

To seek approval for the budget outlined in the accompanying confidential report and the recommended officer delegations.

Recommendation(s)

The Committee RESOLVES to:

- (1) Approve the budget outlined in part II of this report to deliver the project detailed in section 4.
- (2) Delegate authority to the Head of Place and Commercial Services in consultation with the Chief Finance Officer and Portfolio Holder for Economy and Jobs to take such decisions necessary to deliver the project.

Financial Implications

Detailed financial implications are in the part II report as per 5.1 with some funding aspects detailed in the options appraisal in section 3 below.

Martin Flitcroft. Chief Finance Officer

Email: martin.flitcroft@teignbridge.gov.uk

Legal Implications

There are no specific legal implications arising out of this report. However, a range of landlord and tenant/lease related issues along with those relating to contracts of

employment will need to be addressed as appropriate to enable project progression.

Paul Woodhead, Head of Legal Services and Monitoring Officer

Email: paul.woodhead@teignbridge.gov.uk

Risk Assessment

The risk assessment has been prepared by the project team and consultants and is included in part II.

Environmental/ Climate Change Implications

Environmental implications are outlined in section 5.4

Report Author

Future High Street Fund Project Team

Email: economyandassets@teignbridge.gov.uk

Executive Member

Cllr Nina Jefferies, Executive Member for Economy and Jobs

Appendices/Background Papers

Appendix 1: Quarterbridge Engagement Report

Appendix 2: Quarterbridge Review of Friends of the Alexandra Business Proposal

Appendix 3: Indicative Plan

Background Papers: Full Council Report dated 22 April 2021.

1. Introduction/Background

The Council's Covid recovery priorities are Jobs, Homes and Climate Change.

The Newton Abbot Markets Regeneration proposal as set out within this report, would directly protect circa 40 jobs within the Market and Food Hall, whilst at the same time growing employment opportunities within the Markets and across the Town, supporting the wider district economy and sustainability aspirations in line with Newton Abbot and Kingsteignton Garden Town Community Status.

The Government's Future High Street Fund (FHSF) was announced in 2019 and sought proposals from Local Authorities that would strengthen town centres, increase footfall and grow sustainable local economies.

In July 2020, the Executive endorsed a bid seeking grant funding to provide a range of interventions across Newton Abbot.

These focused on improving:

- 1) Transport and connectivity: Queen Street and National Cycle Network 2.
- 2) Evening Economy: New 4 Screen Cinema & works to the market hall and Alexandra Cinema.
- 3) Economic Development: Creating a new vision for a Markets Quarter, establishing Newton Abbot as the premier market town in Devon.

Newton Abbot's bid was set in the backdrop of multiple town centre plans:

- Newton Abbot Community Plan 2008
- Newton Abbot Regeneration Study 2010 (Fielden Clegg Bradley)
- Teignbridge Local Plan 2013 - 33
- Newton Abbot Neighbourhood Plan 2016 – 33
- Newton Abbot Masterplan 2018 (LHC Design)
- Teignbridge Council Strategy 2020 – 30
- Future High Street Fund submission
- Newton Abbot and Kingsteignton Garden Community Status
- Teignbridge Covid-19 Jobs Recovery Plan

Following competitive selection the Newton Abbot bid was successful.

Consequently, in April 2021 the Council approved the comprehensive project proposal and the Markets Quarter was agreed, subject to the final business case for funding being prepared and further engagement being carried out with key stakeholders.

This report outlines the work undertaken on the Markets Quarter project following that decision and the proposed business case.

2. Scope and steps taken

A team of expert advisors experienced in Markets, Performance, Architecture and Project Management have been assembled.

The team includes Quarterbridge who are part of the Government's High Street Task Force and operate as specialists in the delivery of market hall projects, Emma Twamley, event and festival director who masterminded the award winning Glas-Denbury Music and Arts Festival, AECOM property consultants and LHC architects.

The project aims were outlined in the Future High Street Bid Submission with the goal of creating Newton Abbot as the premier market town in Devon. Critically, it was explicit that the projects needed to be transformative, sustainable, drive footfall and achieve a minimum cost benefit ratio and land value uplift, in line with Government's appraisal and assessment criteria.

Newton Abbot has a rich 800 year history of being a market town and it is considered vital to the future success of the Town to retain its Historic Market Status and to provide much needed investment in the Market Hall and Alexandra Cinema, which are Grade II listed buildings. To re-establish these important heritage assets at the heart of the Town, the bid provides for a purpose built 4 screen cinema, pedestrian and cycle improvements (in line with the Newton Abbot and Kingsteignton Garden Community Status), in addition to supporting the evolving Cultural Quarter and much needed continued town centre regeneration.

The vision is for the Markets Quarter to serve the widest possible catchment across the Town. Newton Abbot is benefitting from a programme of specific funding awards of up to £100m to improve infrastructure and the vibrancy of the Town.

The vision has been established through several stages of planning, consultation and engagement with key stakeholders, including Newton Abbot Town Council, over a 12 year period. The detail of which was presented to the Council in April 2021 as part of the approval process.

To further inform the delivery of the project, several groups of users have been identified:

Stakeholders and Engagement:

Food Hall and Market Tenants

Indoor Market Traders

Performance, Theatre, Arts and Cultural Community Groups

A series of engagement sessions have been held with the above groups, along with online surveys. The resulting comments, aspirations and suggestions fed into the working business case. Overall there has been significant support from market traders, tenants and the wider arts, community and cultural groups.

Through this and previous work, the need has been established for the emerging Markets Quarter plans which will deliver a flexible multi-use space. This approach will serve the widest possible demographic, providing employment opportunities, social and community facilities to support the wider economy. A summary of the engagement is enclosed in appendix 1.

The Council is committed to the Markets Quarter and consideration of the options are set out below:

3. Options considered

Following the Council's decision in April 2021 and the subsequent Future High Streets Funding award, the following options have been reviewed.

3.1: Do nothing:

The opportunity that the £9m Future High Streets Fund package presents is invaluable to Newton Abbot. The growth of the Town, the seismic shift in the way town centres are used across the country and the effects of Covid19 are all continuing to affect how people work, live and use town centres. The core heart of the District must evolve and diversify to survive. The Market Hall and Alexandra Cinema buildings date back to the 1800's, but have undergone a number of changes and alterations throughout their lifetimes, many of which have been unsympathetic to the original design and purpose and investment is required to ensure their survival.

The opportunity to support existing local trade, provide space for new businesses while supporting and growing the evening, arts, community and cultural elements is considered vital.

Further financial implications of a do nothing approach are outlined in part II.

In view of the opportunity available and financial implications, do nothing is not recommended.

3.2: Theatre Proposal

The Alexandra has operated as a cinema and been leased by the same operator for 70+ years, with the theatre space being used for 3 weeks per year by Newton Abbot District Musical Comedy Society (NADMACs).

In 2018/19, consideration was given by the Council for the potential future options of the Alexandra building, subject to delivery of a new build cinema to enable the relocation of the existing leaseholder. Through the appointment of an external consultant, a business case was prepared with input from NADMAC representatives. However, this option could not be progressed because the financial and business case would not support delivery of the new build cinema without upfront subsidy and ongoing financial support.

There has however been a clear message from the Friends of the Alexandra Theatre (FoTAT) and associated NADMACs that their desire is to see the building converted back to a full-time working Theatre and community hub, subject to the relocation of the Cinema (which is also widely recognised as an important cultural asset to the Town). However, it should be noted that the Cinema's relocation can only be achieved through the grant funding support received through the Future High Street Fund award, and the award forms part of a comprehensive package of regeneration works as set out in 3.3 below.

In 2021, a number of sessions were held directly with representatives from FoTAT and NADMACs to discuss how those group's aspirations could be fed into the overarching vision for the Markets Quarter, whilst achieving the need for the buildings to serve the Town (in the broadest sense) through driving the growth of retail, local trading, footfall, arts, community, culture and the daytime and evening economy, activity and experience.

On this basis a Memorandum of Understanding was proposed which outlined, within the parameters of the funding requirements, how FoTAT and NADMACs wishes could be captured and developed. However, this offer was deemed not acceptable to either group.

Of their own accord FoTAT subsequently submitted a proposal to Councillors' for the group to lease the building, converting it back into a theatre and community hub to operate throughout the year.

It should be noted that FoTAT and NADMACs have no legal rights to the Alexandra building.

While the proposal to let the building separately for a theatre was not part of the approval proposal this option has been considered by the Council's consultant, Quarterbridge, who reviewed the situation in the context of the Future High Streets Fund appraisal and assessment criteria, and the vision that the Council seeks to achieve with this valuable Town Centre asset.

The Quarterbridge review is included in appendix 2. Although the FoTAT business case proposal would in principle support the strategic objectives for the emerging Cultural Quarter within Newton Abbot, a number of those artistic, community and cultural aspirations will be achieved through the Markets Quarter proposal. The strengths, weaknesses, threats and risks outlined in Quarterbridge’s review are set out below:

Strengths	<ul style="list-style-type: none"> • Provides a cultural and creative hub for a local and regional audience • Offers training opportunities through apprenticeships and volunteer work • There is public support for a cultural and performance venue in the town centre • Supports strategic objectives to create a Cultural Quarter within Newton Abbot
Weaknesses	<ul style="list-style-type: none"> • Does not support the future viability of the market • No secured capital funding or route to funding • Does not reach Value for Money and Land Uplift Value requirements associated with the capital funding from the FHSF • Strong likelihood of ongoing revenue deficit • Opening 4 evenings a week and undetermined daytimes may not represent optimum use of this central location
Threats	<ul style="list-style-type: none"> • Income will be insufficient to maintain a Grade II listed building of its size and age • High opportunity cost for the Council and Council Tax Payers, who would lose a commercial asset to support delivery of local services • Will require ongoing subsidy from the Council, at a time when the Council faces a revenue deficit • Market project will not be viable without expanded floorspace
Risks	<ul style="list-style-type: none"> • Scheme may not be financial viable, leading to high opportunity cost • Unsecured grant funding. The scheme requires capital funding in excess of £500k, and ongoing grant funding of £53k over the first 3 years. This is over and above a £5k donation projection in Year 1. If funding cannot be met, the scheme is not viable.

Furthermore, if the proposal is not transformational the Council will not qualify for the Future High Street Funding, risking the regeneration project and the future prosperity of the Town and interlinking Market Hall, Food Hall and Cinema offer.

This would be to the longer term detriment of Newton Abbot as the primary Town Centre within the District and its importance to the wider economy and its overall longer term sustainability.

The evolving Market Quarter plans include temporary provision of theatrical space, but it is worth noting that there are alternative locations within and around Newton Abbot which also contain theatre/staging. Understood to be at the following locations: The Green Rooms, Abbotsbury (which is owned by NADMACs), Bushell Theatre, The Avenue Church, Teign School and in neighbouring Teignmouth the Council delivered the Pavilions. This is a flexibly designed multi-use space which includes a theatre provision and which is now operated by the Community. There is also opportunity and indeed widespread competition, from a large number of established theatres located across South Devon, although some are already at risk of closing or have closed within the last few years.

Based on the Quarterbridge review and financial uncertainty, both in terms of capital required and ongoing liability, together with the potential to delay or jeopardise the Future High Streets Funding, the proposal is not something that can be recommended.

Based on the significant risk, with the requirement for £500k plus capital (with no certainty of how this would be funded), financial reliance on the Council to cover ongoing running costs and the Future High Street Funding award, with delivery of the Markets Quarter and new build Cinema fundamentally jeopardised, this is not an option we can recommend.

4: Proposed Preferred Option Scheme

The recommendation is to create a Markets Quarter which combines the Grade II Listed Buildings, known as the Market Hall and Alexandra Cinema, returning them to their original construction and echoing the original purpose as a flexible multi-use designed space.

The vision for the Markets Quarter is to re-establish the markets at the heart of the community, offering a mixed-use space providing leisure, dining, shopping, artistic, community and cultural opportunities.

This will enable maximum usage and drive footfall to a destination at the heart of the Town and District, which will also develop to see the property operated as a single entity, ensuring its longer term sustainability.

It is proposed that the events and cultural activities can work alongside the retail and food offering to encourage day and evening activity.

The proposal is to:

- Open up the building to remove some of the later unsympathetic additions.
- Removal of the first floor public toilets, which are proposed to be re-provided in the Hall. Opening up the gable end windows, injecting much needed natural light and adding visual appeal into the Hall.
- Opening up the blocked-up windows in the Alexandra, exposing the flanks of the building to Market Street and the Market Square when the cinema is delivered and reactivating the building for day time use.
- Create internal sightlines between the Alexandra and Market Hall.
- Partial removal of the 1970's food hall creating a pedestrian link from the Jolly Farmer into the Market Square and creating a direct access point from the Square into the Market Hall. Once again making visible the heritage façade of the Market Hall.
- Create strong sight lines from the Market Square into the Hall.
- Improve the entrance from Sherborne Road / Market Street / Alexandra Cinema to improve pedestrian flow into the building.

The scheme will seek to deliver:

- Flexible space for performance, live music, art/craft groups and public display.
- Retail / Service based units.
- Fixed food Retail Units; for example: farmers market, fresh produce, delicatessen and butchers.
- Pop Up Retail area.
- Fixed Food and Beverage Units with a food court seating design.
- Bar area to support food uses and evening entertainment.

An outline plan is enclosed in appendix 3, which will be refined further during future engagement sessions.

Subject to approval the next steps will involve:

- Develop final scheme plan options, based on the above. This will look to detail and refine the use of space including detail and arrangement of fixed and movable stalls, culture and performance space and ancillary supporting area.
- A series of engagement sessions will be held with all current and potential future users of the building, as the design process develops.
- Working detail and practices established for the operational management of the building to ensure performance and culture can cohabit with the retail elements.
- Prior to planning submission the final scheme will be exhibited in the Town.
- Submit planning pre-application for comment, including heritage statement.
- Progress structural and civils design, based on final scheme plan for detailed cost assessment.
- Produce energy strategy for the building for the provision of heating, water and utilities.
- Regular review of costs against business case and total project budget, established in the April 2021 approval.

Progress and updates for the public will be reported regularly on the Councils website and through regular updates via the Councils media channels.

Programme:

- Stakeholder Engagement: March/April 2022
- Public Display of proposal: May 2022
- Planning Application: May/June 2022
- Planning Determination: October/November 2022
- Food Hall Trader Relocations: Winter 2022
- Scheme Pause while Cinema is constructed (November 22-Feb 24)
- Indoor trader relocation: January 2024
- Construction: January 2024-January 2025

A phased approach has been undertaken in order to consider what opportunity would provide the broadest outputs.

A number of de-risking surveys have been undertaken to establish the fixed constraints so that the parameters could be established and the engagement responses then fed in. These surveys have focussed on: Heritage, comparison with existing indoor markets across the country, ecology, ground investigation, structural, mechanical, electrical and buried services assessments. These form the practical framework for the proposal to develop.

Initial scheme options have been prepared capturing those fixed constraints and opportunities and a business plan prepared.

The financial detail is outlined in part II of this report.

5. Implications, Risk Management and Climate Change Impact

5.1 Financial:

Financial implications are outlined in part II of this report.

5.2 Legal:

Legal Implications are outlined in part II of this report.

5.3 Risks

A risk register is enclosed in part II of this report.

5.4 Environmental/Climate Change Impact

The building fabric, listing and proposed scheme have a significant bearing on the environmental impacts of the project.

The proposal represents a major change in the operation of the building. Currently the food hall and Alexandra are heated via traditional gas fired heating and cooled mechanically. The main market hall is an open unheated/cooled space.

The proposal seeks to introduce heating into the main building and will therefore have a different carbon footprint to the existing arrangement.

The intention is to utilise the most viable and efficient services and equipment to enable the building to be used and minimise scope 1 and 2 emissions. The next stage of work will be to prepare an energy strategy for the project. Where possible, to enable further scope 3 emissions reporting, records of environmental product declarations will be compiled together with records kept of the volume of waste product produced as a result of any demolition.

It should be noted that performance, indoor socialising and eating would not be recommended to take place in an unheated environment. The intention is to utilise heating equipment to heat the 'people' rather than the building and thus make the most efficient use of energy used. There will be no natural gas heating within the building. The proposal is to utilise the existing solar PV array, which services the Market Hall and is located on the roof of Market Walk, to contribute toward the energy usage of the building. The detail of the strategy will be undertaken in the next stages of design.

6. Conclusion

In order to progress the project a cost assessment has been carried out against the high level scheme proposals following the completion of RIBA stage 1 design. This has been used to establish the overall budget for the project and balanced against the business plan outlined in Part II of this report.

The alternative options have been outlined in section 3 of this report. Section 4 details the proposal scheme which is intent to capture the widest possible benefits to the Town while adhering to the aspirations, scope and requirements of the future high streets funding. Section 5 considers the implications, risk management and climate change implications.



NEWTON ABBOT MARKETS QUARTER INITIAL ENGAGEMENT OUTCOMES

This report is presented by:

Hayden Ferriby
Commercial Director

hayden.ferriby@quarterbridge.co.uk

Quarterbridge Project Management Ltd
2 West Stockwell Street
Colchester
Essex
CO1 1HQ

01206 761000

www.quarterbridge.co.uk

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All work is underwritten with a £1 million professional indemnity insurance.

The content of this proposal should be considered strictly private and confidential between authorised officers of both parties.

Circulation to persons or organisations outside the proposal parties in the whole or in part cannot be undertaken without Quarterbridge written consent.



1. INTRODUCTION

Teignbridge District Council have successfully secured Future High Street Funding to invest in Newton Abbot Market. As part of the submission, an initial concept was put forward which included retail, fresh food retail, pop-up shopping, street food, communal seating and entertainment.

The design team has now been appointed and works are commencing on designing the scheme for the Market Hall and Alexandra Cinema to deliver strategic aspirations for the project.

As the design phase of the project commences, the project team have been actively engaging with a wide range of stakeholders to understand how the development can support existing and new ventures.

Initial design principles include:

- Create a mixed-use space where people can shop, eat and drink and enjoy entertainment and activities.
- Create modern trading facilities to support a range of businesses.
- Create an offer that appeals to a wide range of customer demographics, including younger customers.
- Create an attractive and inviting space where people want to spend time.
- Create flexible spaces which can react quickly to shifting consumer trends.

These principles were presented to stakeholders to understand emerging opinions and ideas, and develop a deeper understanding of how the design of the scheme can support future viability.

Market Traders and Community and Creative groups were identified as key stakeholders for these high level initial discussions.

This report summarises the outcomes of early engagement exercises held throughout January 2022.



Artists impressions from FHSF bid.

2. METHODOLOGY

A variety of methods have been used to gather information on the opinions of identified stakeholders to aid the design process. Market traders, market leaseholders, and a wide range of community and creative groups were identified as key stakeholders for initial conversations, to understand how an emerging scheme could support their needs.

Traders that operate within the market hall building currently, or existing outdoor traders who are interested relocating their business into the market hall were invited to participate in two separate virtual engagement sessions over Microsoft Teams about the future of the market. The sessions were an opportunity to express their opinions on the current market, their businesses within the market and their aspirations for the future.

Although these sessions were initially intended to be held in person, Covid precautions at the time meant that virtual sessions were preferred.

These meetings took place on the afternoon of the 11th and 12th January. Both meetings were well attended providing some insight into how this unique market operates and how best to influence the designs moving forward.

Alongside the virtual meetings, traders had another avenue to take advantage of if they wanted their voices to be heard. One of these was an online survey for both market traders and leaseholders.

The survey consisted of a variety of multiple-choice and long answer questions where opinions could be thought out and justified on paper instead of verbally. Cultural and creative stakeholders were also invited to participate in both a written survey and virtual engagement sessions held on the 18th and 19th January. Much like the trader meetings, both of these were well attended and led to some interesting points being discussed.

Market Trader Engagement Sessions Attendees: 17

Cultural and Creative Engagement Sessions Attendees: 19

Market Trader Survey Respondents: 21

Creative and Cultural Survey Respondents: 18



3. MARKET TRADER ENGAGEMENT SESSIONS

A presentation was given showing traders the aims, objectives and strategy for the investment. This was accompanied by images of unit styles from other precedent markets, artist impressions from the FHSF submission and similar styles of venues from elsewhere in the country.

A few key outcomes arose from the sessions:

Unit Styles: Traders were keen to understand the style and size of the units available. The existing trader base were keen to have permanent units as opposed to flexible/demountable units due to concerns about packing up, storage and security.

Unit Sizes: Traders were concerned about the size of future units, with many saying that their current stall dimensions are too small to sustain their businesses, and they would like the units to be bigger than 3m x 2m.

Unit Security: With additional opening hours, traders were concerned about security for their stock, with concerns about theft and vandalism once they had closed their units.

Display options for stalls: some of the traders operate on the basis that customers have the ability to walk around the stall instead of serving over tabletop units.

Street Food Units: There was broad support for the addition of food options in the market, with interest amongst the existing trader base in taking on street food kitchens as part of the development.

Space available: There were some concerns about how the introduction of seating and flexible space would be able to fit within the market without having significant impact on the trading space available. This was addressed through the addition of the Alexandra building into the market footprint.

Waste disposal: Traders wanted to ensure that future uses including the provision of street food would create additional waste which would need to be actively cleaned. They commented that there would need to be bins and regular cleansing.

Toilets: the existing toilets are situated upstairs near the entrance to the multi-story carpark. It was mentioned that it would be preferable to include toilet provision on the ground floor for easier access.

Wifi: In order to operate card readers and till systems, the traders requested a secure wifi connection to ensure their businesses can operate modern trading methods.

Seating Area: Generally there was support for the creation of a seating area, as long as it was well maintained. One of the existing cafe operators would prefer to maintain its own seating area as they like to use crockery. Outside seating is popular, and there was a request that it be retained.

Marketing and Signage: It was raised that some people didn't know the market was there, and that the market needs improved signage and advertising.

Car parking: Traders put forward the idea of having a system whereby people can pay on leaving the car park instead of paying on entry. Traders who trade at other markets say that people are more likely to stay longer at the market if they do not have the worry of checking the time on the ticket.

Electricity: the number of electricity points could be increased to allow for a greater variety of offers. Three-phase electrical supply to support street food operators.

Extraction: Need to ensure the street food units have adequate extraction to prevent smells from the food units wafting over stock.

Lighting: More appealing and decorative lights could be added.

The Square: There was support amongst traders to retain units in the Square, with Box Park being used as an example of a market elsewhere that the traders think is a good precedent.

Decant and Construction Period: The traders were concerned about the impact of construction on their businesses, and wanted information about timescales and decant trading locations to begin planning for the future.

4. MARKET TRADER SURVEY RESULTS

BENCHMARKING EXISTING OPERATIONS

The trader survey ran from 10th January till 17th January 2022. We received 21 responses that had a variety of answers relating to the market and its future development.

Traders were asked the average age of their customers, with no respondents identifying their primary customers under 30. A few suggested that they had customers below 30 on infrequent occasions, but this indicates a potential new avenue for business. Younger customers are currently not being attracted to the market, a key aim of the development.

Facebook was the most popular platform for marketing, with 69% indicating that they have a Facebook page. If traders were to develop their own business marketing alongside improved central marketing, they would all benefit as they could reach a wider audience with more combined resources.

Traders indicated that over 80% do not take online orders. This is a massive emerging market with the development of Covid 19, being able to order online has kept many businesses afloat throughout the pandemic. Therefore, this is an area that could be explored further in the future with a new, fresh market to operate from.

82% of traders use card machines, supporting the need for secure trader wifi.

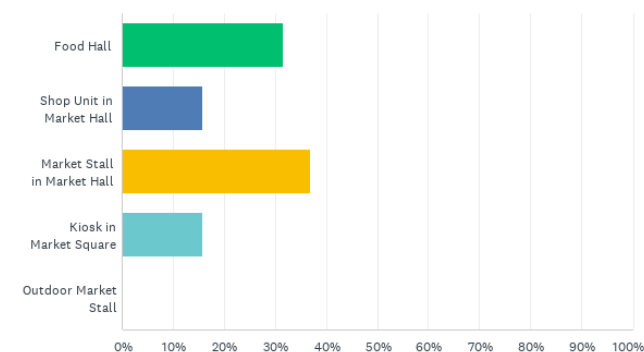
Over 45% of traders showed an interest in 'expanding their existing stock range', demonstrating the intention to invest and commit to the market in the long term. Many traditional markets across the UK have an ageing trader base who are looking to retire, although only 11% of respondents said they would look to retire in the next five years.

When asked about the number of employees that businesses have, over 45% are sole traders and do not have employees. The majority of businesses who had employees were leaseholders in the Food Hall or occupying shop units, with only one licensee in the Market Hall employing staff.

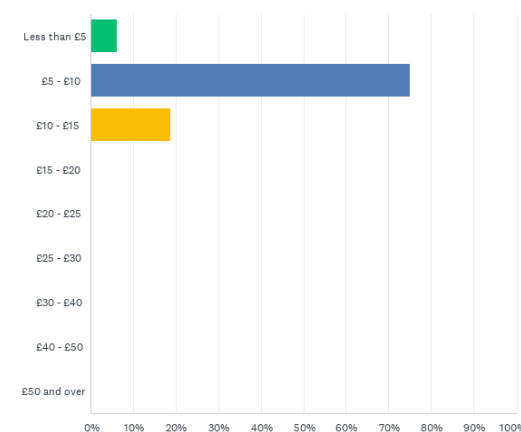
When asked about footfall, 75% said that footfall for the town centre is good or very good, however this declined to 53% who thought footfall to the Food Hall is good, and only 7% who believed that footfall for the market hall is good. This supports anecdotal evidence that the food and cafe offer within the market is attracting more customers than the retail provision.

When we visited, we spoke to shopkeepers nearby who stated that the footfall was terrible and highstreet shops continue to go out of business in Newton Abbot. It should be noted that this feedback is not supported by town centre footfall data.

Q1 What area of the Market do you trade in?

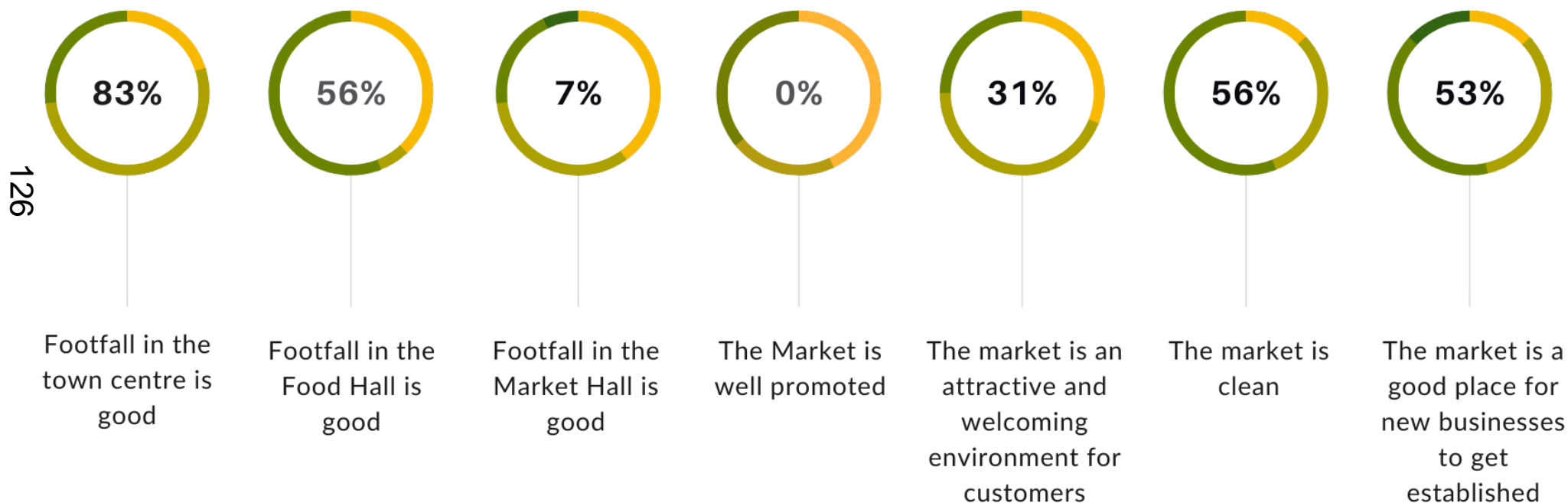


Q5 What is your average spend per transaction?



MARKET TRADER SURVEY

Market Traders who Agreed or Strongly Agreed with the following statements



WHAT DO YOU LIKE ABOUT NEWTON ABBOT MARKET?

“Fellow traders, helping each other, the camaraderie”

“Friendly people.”

“It’s open 6 days per week to trade.”

“It has a car park and bus station next to the building which is a great for customers and traders.”

“It has a loading/ unloading space which is an asset if you are a trader on the same site as the building.”

“Also a skip/ recycle part as above.”

“Being part of a community with other traders as it’s a market town”

“It’s friendly, good value, nice hub for independant businesses. Good value

for tennants. It’s the people, there’s a good sense of community, which is everything in a market.”

“it in a good position, an ideal place to start my business ,good size units to start with.”

“Local, fresh and independent traders.”

“Very friendly.”

“Born and bred here, I know alot of people that I bring into the market on a regular basis, we as traders get on really well and have a good relationship with our customers, I have them coming as far as Somerset on a regular basis . I have alot of loyal customers of all ages from 5 to 75 and have made some great friends over the years I’ve traded in the market”

“I personally think Newton is a lovely town , much cleaner and busier than

other surrounding towns such had Torquay and Paignton . Newton has history market town to be proud of.”

“Being a market town”

“Friendly staff/traders. Town security, very good staff”

“A fantastic old building in a traditional market town that serves the community.”

“The low entry cost for establishing a business is wonderful. I started my business with 4k and a cheeky smile.“

“not sure at the moment!!”

“Well positioned in a town that attracts a wide catchment area, having a diverse mix of businesses.”

WHAT WOULD YOU LIKE TO SEE IMPROVED IN NEWTON ABBOT MARKET?

“Footfall and more stallholders”

“Advertising (with signs, adverts in the press and radio)”

“The existing empty stalls to be camouflaged by, either putting things on them (using local clubs for example who would welcome the chance to advertise themselves) or by asking existing stalls to ‘expand’ and use an extra stall(s) on a temporary basis (free of charge). I am fed up with the visitors bombarding me with ‘Why is the market so empty?’ . A planned scheme of ‘redevelopment’ would make the market look so much more successful without any loss of income for the council.”

“Advertising the building as a market all year round.

Placing traders business who trade on the building or a sign fixed in place on a plaque, which other business have who trade on industrial sites.”

“Currently it is a bit bland and sterile following the last renovation. Markets needs to be more rustic and rough around the edges.”

“Traders need the space to come up with their own set ups. Individual designs, maybe give an area and allow us to do as we wish.”

“Outside traders need to be encouraged back into the square, open spaces do not work, they feel cold and empty.”

“From a personal point of view we would continue in our current set up, ideally we would have a bigger unit. Maybe have more attractive freestanding permanent setups

outside. The kiosks are great at attracting passing trade as little effort is needed to find them.”

“Having an attractive outside, both stalls and kiosks, draw people towards the main building, not block it off as you seem to think. At the moment the main stalls stop in Courtenay Street, it is to far from the main market buildings and some may not walk to it.”

“Better information for potential tenants. It should be easy. The benefit of the market is that it is affordable and easy to setup... this needs to be advertised well and wide not just on the inside on the empty stalls.”

“A more inviting place to shop, which would involve a verity of quality products and a commitment by trades to there opening hours”

“We would like to see improved and more modern looking stalls with good lighting, decent fixtures & display space that would be more suitable for all weather usage with a real focus on stall presentation, standards and display to enhance the market experience.”

“Modernise it”

129
“Security, I also would prefer a lock up shop within the market if possible as I’ve 5 stalls at present and would also like to expand.”

“Heating music footfall Wi-Fi”

“I would like to see M&S back also shops that would encourage younger people to the town. Courtney Street & Queen Street need to be up dated.”

“Something to tell people we are there, even a well designed banner

above the Square entrance would be a good start. Signage in Courtenay Street is terrible, the majority of footfall is there, but newcomers to town have no idea of the market’s existence, This is feedback from the public. I have raised this enough times, and out of frustration produced a board for display in Market Square.”

“Wi-Fi would benefit everyone strongly. Champion the traditions of a market, rather than compete with supermarkets, offer a more personal traditional retail alternative.”

“More traders”

“Parking for customers made free, like the supermarkets and retail parks (if only for a couple hours).”

“I would like to see the outside traders back in the square to make the market experience more inclusive.”

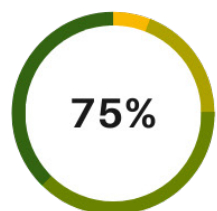
“A focus on attracting footfall into the Market area, with a view to redressing the current trend to spread footfall around the town.”

ASPIRATIONS FOR THE FUTURE

PLEASE INDICATE HOW STRONGLY YOU AGREE/DISAGREE WITH THE FOLLOWING DESIGN PRINCIPLES.

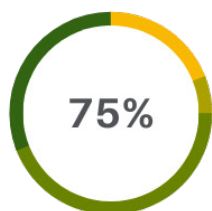
Market Traders who Agreed or Strongly Agreed with the following statements

130



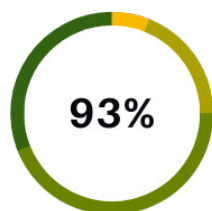
75%

Create a mixed-use space where people can shop, eat and drink and enjoy entertainment and activities



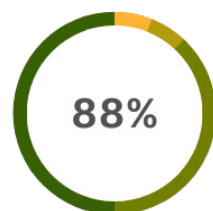
75%

Developing a programme of events and family friendly activities to attract new footfall



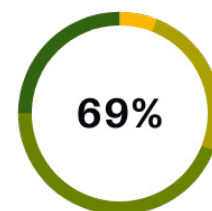
93%

Create an offer that appeals to a wider range of customer demographics, including younger customers



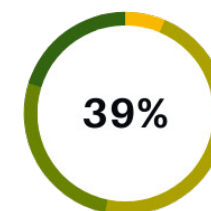
88%

Create an attractive and inviting space where people want to spend time



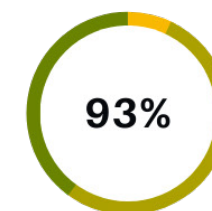
69%

Positioning Newton Abbot Market as a community hub, where people can gather for a wide range of activities



39%

Create flexible spaces which can react quickly to shifting consumer trends



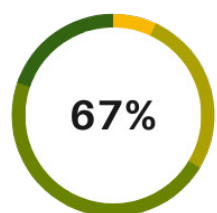
93%

Creating modern trading facilities to support a range of businesses

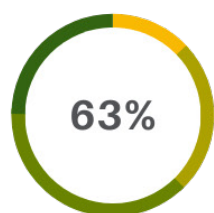
WHAT IMPACT DO YOU THINK THE FOLLOWING IDEAS WILL HAVE ON YOUR BUSINESS AND THE MARKET HALL AS A WHOLE?

Market Traders who thought the following ideas would benefit or strongly benefit.

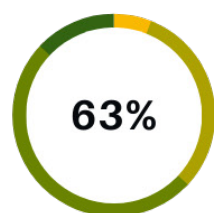
131



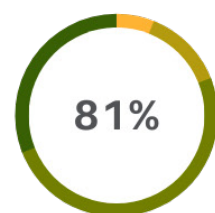
The addition of modern, international street food units



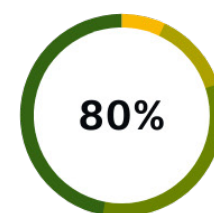
The addition of seating space for people to come and spend time



A regular programme of events and family friendly activities that take place in the Market Hall



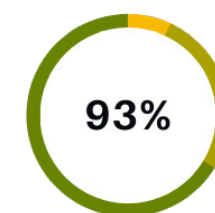
A more modern, attractive Market Hall



Upgraded trading facilities including new units, electrical connections and upgraded utility provision



The addition of secure trader wifi



Enhanced advertising and promotions

WHAT WOULD YOU LIKE TO SEE IN THE MARKET HALL FOLLOWING THE REDEVELOPMENT?

“More Customers”

“I am pleased with what I heard at the zoom meeting.”

“I would like to see a higher foot fall.”

“I would like to see new blood of traders.”

“I would like to see the building pop meaning signage on the building to stand out, at presents its to soft. This is an opportunity to make the building shine that would get people to the door and walk through. We would also need toilets near and the skip as it’s very important when you ordering a lot we would need to get rid of packaging etc.. If we can trade for longer hours and bank holidays.

I believe we have to move forward especially in business for it to grow but we need market traders as part of the development to work. I believe if I have the Wright space 2 double units fixed in place the future could be exciting.”

“Increase in footfall.”

“More businesses and a variety of traders.”

“A busy and postive atmosphere.”

“Design should not be too polished and corporate like a shopping mall but rustic, darker and atmopsheric, much like markets seen in London, like Borough or Camden or even Tavistock and Barnstaple, modern but embracing its older characteristics.”

“The centre of Newton Abbot, where everyone like to meet”

“We would like to see an improved looking environment to enhance the customer journey through good fixtures, fittings, light usage and display presentation throughout the market hall with a fresh outlook on standards, presentation and display usage.”

“We welcome the enhancement of the customer journey and experience whilst staying in keeping with Newton Abbots heritage of a historic market town.”

“Full capacity of stalls”

“Light and bright stalls”

“More footfall lots of happy traders”

“Heating music atmosphere Wi-Fi most of all people”

“A variety of stalls, selling quality

goods, no charity stalls selling rubbish
I feel this lowers the value of new
goods.”

“Traditional market traders in
addition to the other proposals,
ie not squeezed out in favour of
trendy artisan stalls, we have to exist
together.”

“More variety of products and exciting
new businesses.”

3

“I would like a lock-up restaurant with
an integral fish counter. I would like to
provide a food offer of fish purchased
from the Brixham trawler agency,
rolling with the season using veg from
Jim Ashford. Additionally I would
like to retail and cook the wonderful
locally farmed bivalves from Elbury
and the Teign esuary. However, I
accept that you don't often get exactly
what you want!”

“modern trading facilities to support a

range of businesses”

“I'm really excited about all the
suggested plans in this email. I think
there's a great opportunity here to
make Newton Abbot Market a huge
success. As stated I'd be willing to
help, cooperate and collaborate with
the council striving toward a bright
future for Newton Abbot markets.”



5. COMMUNITY AND CULTURAL ENGAGEMENT SESSIONS

Various cultural and creative stakeholders were invited to attend two virtual engagement sessions via Microsoft teams. Over the two sessions, discussions took place to understand how the proposed scheme could support creative and community groups in the future, with a focus on facilities, infrastructure and servicing.

Attendees included representatives from choirs, parent/child groups, performers, theatrical groups and craft workshop organisers. Key themes were:

- The acoustic treatment of the space to support performances
- Backstage space / Production space / Storage
- Toilets - baby changing in both male and female
- Flexibility to provide small spaces as well as large spaces for both performance/activities
- The provision of lighting and sound systems
- Community involvement - getting them involved in the buildings' development
- To support the heritage of the building

Although stakeholders in attendance included campaigners for converting the Alexandra Cinema building into a theatre, the sessions were focused on how the proposed scheme could support community and creative groups within the proposed mixed use space, rather than discuss alternative schemes.

Some of the stakeholders included those inside and outside of the Newton Abbot area. There was an extreme amount of interest in a performance area. Many

of the stakeholders struggled to find these kinds of spaces in the local area so saw it as an opportunity to expand their business and reach more customers. Many stated they would be willing to travel for a good location.

Some feedback from specific groups was:

Entertainingly Different - performer, producer of shows in variety of spaces - street entertainment, small performance spaces, town centres etc.

Loves the idea of a huge community space to play with. Creates community cohesion - community ownership of a space. Definitely need to think about storage (for assets like chairs, tables etc). Lights are also a major need in space for every kind of event, activity and market.

Creates atmosphere. Loves working on stages of all sizes, space, set up in different shapes and areas. Mixes it up and maximises the use of space. Get the community involved with the creation of the space. Local artists work on the walls, flooring mosaics designed by locals. They take ownership of it then - space becomes theirs and they are invested and that enhances it long term/ footfall etc.

“How exciting a project like this is - community space, community cohesion, list of possibilities is endless. What can you do that's moveable from day to day, amazing staging structures that are demountable and moveable. Venue would become a place that people were excited to perform.”

The Science Musician

Runs a choir of up to around 30-40 people. From Teignmouth, has performed at many large venues all over SW as well as USA but has never performed in Newton Abbot. Usually works to audiences but liked the idea of working while the market or other events are on to bring their performances to a new audience in the area.

Seadream Education / Environment

The organisation provides outreach education to schools, colleges, communities - linked to science, engineering, environment and more. They see potential for collaborations with a number of organisations in the space. Events incorporating a number of organisations in the space can make a big impact - presentations/ displays/workshops and activities etc - attracting footfall.

By combining different workshop groups together, a less intimidating experience for customers and organisers could be created on a regular basis.

Just Sewn Stories

Runs workshops all over Devon in various venues, events and festivals - takes old sewing machines for sewing and crafting activities. Based in Tavistock but would be interested in new venue to bring that to in Newton.

Would require the ability to section off a workshop area.

Storysense

Storysense holds story sessions across South Devon for Babies/toddlers/families - at various venues as well as events and festivals. They would like a central place to use, but would be looking for small areas with facilities for pram storage while sessions running, baby changing in both male and female toilets and accessible space for prams and buggies. They have found it incredibly hard to find venues to use as many have been booked up or are unsuitable..

Ratchet Theatre Production Company

Owns a local touring company - Ratchet Theatre and a children's theatre etc.

They have a definite need for rehearsal space for groups and organisations. The groups has worked in everything from large theatres down to one person productions in small intimate spaces in a variety of different venues. The key for the space would be flexibility and versatility. Not all performances need large theatre set up.

Key points:

- 1) As a local person who loves the arts - Newton Abbot is ugly, outdated and needs a revamp, but to move forward you don't have to rip out the old
- 2) Encourage people to come into the town with the history - history of the theatre/building etc.
- 3) Loves the tradition of theatre - the red velvet seats, corridors backstage, room for orchestra etc and feels that an entertainment space and a theatre space are not the same thing.
- 4) Acoustics in a space have to be right. Electrics/Power has to be right.
- 5) A multi functional space will definitely provide performance benefits

6) If the Alex theatre is to be lost, then there has to be a gain in this project

DJ/Music lecturer/worked with the Coombeshead academy and other schools/produced events/ran The Hub at Plymouth - ran music events at clock tower with Coombeshead Academy

This space could be used all the time for a wide range of uses including music and drama.

There is a massive threat to music through public redevelopment and venues being lost constantly so the need for music venues is high. For example, red room yellow room in Seal Hayne has been lost, and UB40 played there in the 70's. There is a need to bring high profile venues back.

A multipurpose space is a positive - it can be used for so much, education - working with students in the daytime in the space then running events with them in evenings for experience.

Any venue is treatable acoustically, it needs the right team, sound engineers and can put on a range of gigs and events.

To have a capacity of 200 upwards will have a massive impact on footfall coming into town.

Pom stitch tassel - Runs own studio in Bovey Tracey. Runs parties, workshops, sewing classes - takes them to other venues and events/festivals.

As an emerging business, they do not see much on for families and children. It would be a great hub for everyone to enjoy. Newton Abbot looks a bit sad - would be good to have retail premises, pop up shops,

somewhere for emerging businesses like hers to try space out, take those further steps in expanding her business.

Community member - arts background and involved in installing aerial rigs in spaces

Think about the young people - they are our future. Think about opportunities to install right logistics in space - for example for aerial rigs.

This project may not work for everyone but it has to work for the majority

Services for Tourism Director - stages large events in wide range/size of venues

Needs 250+ capacity / 300+ for cabaret/performance.

Needs character in building and space / no clutter / good access and parking. Be affordable to hire.

He brings in stages/seats/tables etc himself so sees no need for the venue to have those. Just a flexible space for him to use.

It would be an exciting opportunity to have a space in Newton Abbot that could be suitable for these large scale events.

Powderham Live Project Manager

Students of this project need rehearsal space and performance space. Young musicians need opportunities to perform busking style in markets, smaller spaces as well as then as part of larger events.

Being able to be flexible for young performers is vital.

Rehearsal space is invaluable. Potential for a retractable door between theatre and market hall to partition off space.

JJS music Academy 300 students all ages, Musical director for performance/theatre. Runs music school/ exams.

The building must be acoustically treated to hold performances. To run large theatre shows across consecutive nights; the sound system has been eq for the space and equipment set up and this practically can't always be done every night depending on the event/performance. That has to be considered to use the space for consecutive nights.

Under 19's need to have their own changing areas so that space must be considered. Some events need to run for more than one night to make them profitable through ticket sales. Sets have to be hired in and fixed for some performances and left for the run. Changing spaces have to be provided as sometimes quick costume changes take place.

Summarise; acoustics / changing spaces for safeguarding / backstage space

The Helen Foundation - supports young people in the arts. Ex principle at Dawlish college

Support young people and support any facilities that would help them and encourage them to develop in the arts.

DJ

Dj - works different types of events from parties to festivals. Partner works with young children and they

could definitely use the space for toddler/baby groups - soft play areas etc.

Friends of The Alexandra Theatre

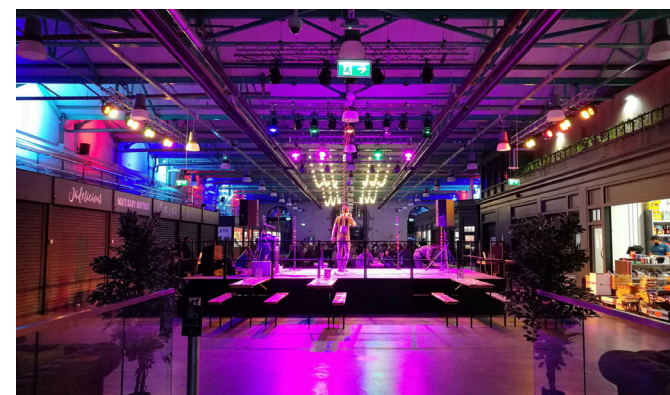
Do not believe the scheme will be suitable for Newton Abbot's needs, and believes that the Cinema should be retained as a community theatre, as proposed in a business plan.

The terms of the Memorandum of Understanding issued by Teignbridge Council were not accepted by the group, who want to revisit proposals.

Believe that a performance space needs to have:

- 1) Large stage
- 2) Orchestra Pit
- 3) Dressing rooms - children need separate boys/girls and have chaperones.
- 4) This project disregards longer than one night shows.
- 5) Need storage for set/props/costumes/orchestra
- 6) Theatre could give links with schools, colleges, work experience opportunities.
- 7) Use adaptable seating to create flexible space in auditorium for art exhibitions for example
- 8) Don't rip out historical theatre - massive risk to rip it out.

The group believes that they cannot do what they do in any space other than a full theatre, and a multi-purpose space would not be suitable.



One comment from the engagement sessions was 'how exciting a project like this is - community space, community cohesion, the list of possibilities is endless. What can you do that's moveable from day to day, amazing staging structures that are demountable and moveable. The venue would become a place where people were excited to perform'.

Another commented on how the market connected to the performing area would 'be a great way of bringing a new audience to the area'.

Questions arose about how storage would work in the plans both for community groups and event infrastructure such as chairs, stage and lighting.

Rotating activities were suggested among the various discussions. For example, bringing six craft groups together on a fortnightly basis so it's not so daunting for small groups. This would also be less intimidating for people wanting to come into the space and take part in the workshops/activities - they can move around and find something they want to do rather than feel they have to stay in the same place doing the same thing for a long time.

Another person stated 'As a group, we can give the community real ownership of a project like this, not just through these consultations, but through the early stages of construction. Sense of ownership is so important to the community'. This sort of vision is vital for the beginning of a new, existing project to succeed.

Having a moveable, adjustable lighting rig would provide huge flexibility for a variety of different groups and societies to operate in the space. One stakeholder referred to this as 'endless possibilities' with regard to the number of groups who will benefit from this.

Stakeholders who run theatre and performance groups were concerned about how they could operate in flexible space, without an auditorium, orchestra pit and fly tower.

A recurring theme was the importance of the acoustics in the new area, as large halls may bounce sound around and impact the sound quality for performers.



5. COMMUNITY AND CULTURAL SURVEY RESPONSES

The Cultural and Creative Stakeholder survey ran for a week allowing stakeholders to document their opinions and thoughts in detail regarding the new concept of the market and performance space. We received 18 responses ranging from those within the Newton Abbot area and beyond.

The most popular time of day for activities to take place was the evening. 50% of groups indicated that they would look to operate in the evening. The other 50% is split between the morning and afternoon, demonstrating the demand for space of this type for a wide programme of events and community activity.

The majority of respondents wanted to use the venue on an ad-hoc basis. Others indicated that a regular slot would be ideal, relating to school term time. This can be worked into the weekly operation when the space becomes available.

When asked about travel times to venues, the majority of respondents identified 45 minutes to 1 hour as the greatest travel time they would like to see for a venue that was suitable for them.

On-site storage was seen as desirable by respondents, but the majority said that a lack of storage would not stop them from using the venue. Of those who saw storage as a requirement, their groups consist of performances spanning a number of nights, requiring sets, lighting rigs etc to be left in situ for a defined period of time.

Respondents worked with and performed to a variety of age groups, with a focus on young people.

A question was asked relating to the limitations and what worked well at other venues. An example given was Exeter Phoenix.

The majority of respondents were happy to work from flexible, mixed-use venues, although theatre groups required more fixed space.

Respondent groups are currently working from a wide range of venues, including churches, schools, community halls and cinemas.

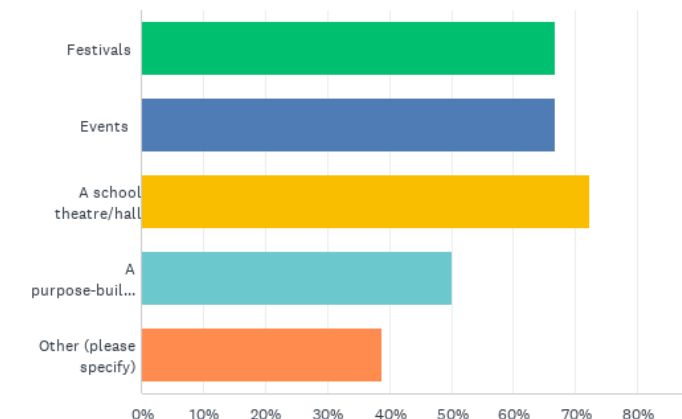
There were a few key themes that arose from the survey;

Storage: several groups indicated that they would require permanent onsite storage in order to run performances or events over a series of days, rather than operating singular pop-up events. However, others operating as a smaller set-up, or in more flexible spaces, did not require overnight storage, and the majority said a lack of onsite storage would not put them off using the space.

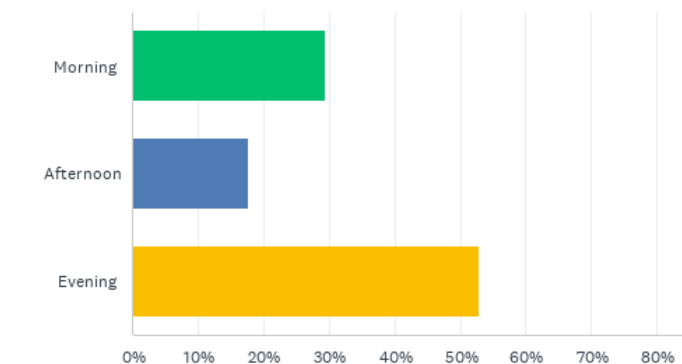
Facilities: lighting, acoustic treatment of the space and the ability to partition off private areas.

Size of the audience; answers ranged from 10-150 depending on the group operating. They did like the ability of the space to be flexible to accommodate varying numbers.

Have you ever worked or performed in a flexibly designed, multi-use space that allows for a multitude of events, activities or performances to take place in them such as;



When would you be looking to use facilities?



THINKING ABOUT WHEN YOU ARE LOOKING AT SPACES TO USE FOR YOUR NEEDS, PLEASE LIST YOUR MOST IMPORTANT CONSIDERATIONS.

“For rehearsal:

- Private space to work in.
- Power supply.
- Toilets - don't have to be private.
- Kitchen area - doesn't have to be private. If not available then near by food stores of some kind.

For performance.

- Private back stage area or room to build one.
- Toilets
- Performance space- doesn't have to be a stage.
- Seating for audience
- Multiple plug sockets
- Lighting rig or space to build our own
- Ability to leave everything safely set up between get in and performance time, then over night if doing more than one show.”

“- Good acoustics

- Separate toilets & changing facilities
- Good source of power for all our equipment
- Staging & lights (if we were to use for performance space)
- Lockable”

“Good access for everyone. Plenty of space to move around, with tables and chairs. Depending on the project, sometimes a quieter venue is important, other times noise doesn't matter so much.

A well defined/demarcated area in which to work - eg if using sewing machines, members of the public shouldn't be able to use them without checking with me first.”

Good Acoustics. Male and female changing rooms. Male and female changing facilities for children with emphasis on Safeguarding. A fixed stage , orchestra area and an auditorium.”

“As per question 7, the needs of a space to be able to produce a full-scale production as significant. The Alexandra Theatre already has these in situ, and is capable of holding many different types of events as it stands. Requirements include a raked stage, lighting rig, fly tower, dressing rooms, secure storage, booking facilities, wings, scenery dock, sound and lighting booth, make-up room, adequate facilities for children to work in the theatre (child protection is paramount).”

Clean/ fresh/ welcoming/ electricity/ wifi/ parking nearby (especially if have lots of resources).

Capacity for 300 or so cabaret style for awards, 200 min theatre style for conference

For performances - good electrical points, chairs, toilet facilities, kitchen facilities, enough space for choir and audience

“High ceiling

Good acoustics and sound for music performances and singing.

Light.

Power supply in good positions around the space.

Space to move around

Access to get equipment in from my car.”

“We would definitely need changing rooms, back stage area, a stage area with proper lighting, sound, side stage area, seating, front of house foyer area. Everything the current Alexandra theatre has already!!!”

“- Baby changing facilities

- easy access
- access to a sink/kitchen area
- good plug socket locations to be able to plug in projectors and speakers.
- flooring which is suitable for messy play activities.
- ability to make the space dark for our sensory lights to have impact (high quality curtains or black out blinds)
- free parking for parents. “

“It must be easily-accessible and warm, especially if baby massage is involved. Clean, relaxing and welcoming environment - non-negotiable.”

“- good lighting

- accessibility for those with reduced mobility nearby
- inexpensive parking facilities (though lift-sharing is always encouraged)
- flexible layout of seating etc“

“Power & light, Safety, Toilets Nearby“

“Exhibition board/ display space / lighting”

“Disability access so ideally be on ground floor level. Toilet facility and also kitchen if it was for a party. Table & chairs furniture and good lighting. “

“Not carpeted. At least 9 foot high. Daylight. A non-precious, dirty space.”

PLEASE SUMMARISE WHAT YOU WOULD LIKE TO SEE FROM THE DEVELOPMENT? WHAT WOULD YOU LIKE TO SEE IMPROVED/CHANGED IN THE UPCOMING DEVELOPMENT?

"I would love to see a thriving, multi arts based performance space that can be utilised all day with rehearsal, workshops, classes etc. The space would need great electrical set up, lighting rig and acoustically treating.

I would love the space to become a hive of activity. A place where people can do pre dinner drinks, dinner and a show/ gig all under one roof.

I really believe this space could be that. But attention needs to be paid to the privacy needed at times by many of the groups looking to use it. Also the vast array of requirements from bands, touring theatre etc with regards to electrical, lighting, storage space etc.

One thing I would like to add is that I am over the moon to see Emma Twamley involved. She will be an incredible asset to your team and lives and breaths for the arts,

so I am certain the development is in safe hands."

"I love the idea of the development - the idea of more space for music & arts in Newton Abbot is incredible!"

"I am not too sure about the practicalities to include a market hall which can also be used as a performance space. I think a flexible space is brilliant, but you can't be everything to everyone or you'll just end up being a half-hearted area for everyone. Exeter Phoenix do flexible space really well to accommodate all kinds of performance & arts, but there are still limitations on what it can be. For example, I've never seen it used for a market hall. But then they have a built in cafe/bar.

Selfishly, it would be great for the space to be designed for music performance, although music can be used in a similar area to theatre, workshops and rehearsals."

"I can't locate the plans unfortunately but I'd say open air space as well as undercover space is important. Don't let it become enclosed and private - there needs to be

open space, for public use at all times, with plenty of seating, planted/natural areas (eg trees to provide shade instead of metal structures), encourage people to stop and be a community by talking to each other not just by consuming (Plymouth Drake's Circus has no seating areas unless you're buying food - it is intimidating and all about keeping people moving from one shop to the next, not about community)."

"If a new 4 screen cinema is considered a vital requirement for Newton Abbot, then so be it. However it would be a disaster to destroy the only fully working theatre in the process. The Alexandra has been a theatre and cinema for 140 years and is Grade 2 listed to protect it from gross alteration. The theatre could be improved with minimal alteration to form a community hub with bar/cafe and seating with space for exhibitions (please see our drawings of these plans)"

"Retain The Alexandra Theatre as a theatre, developing it as a community arts hub. Ditch this ridiculous notion of a flexible space with a temporary stage which will only fit individual/small acts on it for one night. If

you want quality entertainment and space to expand into clubs, workshops, exhibitions, comedy nights, and much much more, plus an opportunity for the youth of the town to be involved in learning valuable skills then keep the theatre, redevelop the market itself as it is and create the very best outcomes for everyone involved. This is a once in a lifetime opportunity and if the theatre goes you will never be able to get it, and its history, back.”

“Opportunities to collaborate and be part of larger multi organisation events.”

14
“Large space, hotel nearby, high ceiling, no restrictions on choice of caterers and drink, low cost”

“Be great to have a decent local arts venue that can be used by the community”

“We would like to see a flexible/multi use space that could be used for rehearsals and workshops but is also an effective performance space for concerts and gigs. It would be fantastic if it was kitted out with lighting and sound. Easy access to local community groups that is affordable to

differing budgets.”

“We would love to see the Alexandra theatre stay as it is but improved on using the wonderful plans FoTAT have tried to put forward to the council. A multi functional space will just not work for any groups wanting to use the space to perform, it’s not practical at all and I can’t understand why you would want to get rid of such a wonderful theatre!”

“It would be fantastic to see a vibrant community arts hub for all to use with a proper stage, back stage, dressing rooms, sound, lighting etc etc“

“A space which has the ability to support baby and toddler classes and workshops aimed at parents. A safe space where families feel they can come and be listened to and where businesses can network and support each other. The best venues I have used are those where businesses have joined forces to run events based around families etc. This hasn’t just supported the businesses individually but also shown the venue as a whole to be working together.”

“A space which is welcoming, easily accessible and flexible to allow multiple uses for the community.”

“Hire charges are always an issue for us. As mentioned, we are a bit of a minority interest. Audiences that come generally have a great time, but it’s hard to attract new people if you’re not performing Abba or Robbie Williams arrangements, but singing about Photons or Cosmology! We work on a small budget and can’t afford places like the Pavilions unless someone else is paying (as for 5th February - though the choir will make no income at all from this event!).“

“Something for young people and the community that is safe and central and has amenities for their comfort. Affordable spacing for small businesses that haven’t got large capital. Pop up shop availability for people to trial and test brands with an audience. Good marketing and promotion for those that work with the development so it works for both.”

PRESENTED BY
QUARTERBRIDGE

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FoTAT Business Plan - Feasibility Assessment

Reviewed: January 2022

Feasibility Assessment undertaken by Quarterbridge for the submitted Friends of the Alexandra Theatre (FoTAT) Business Proposal, dated May 2021 (appendix 1).

Summary:

Teignbridge District Council have successfully secured funding through the Future High Streets Fund to deliver regeneration projects across Newton Abbot, with a notable project being the redevelopment of the Market Hall to incorporate the Alexandra building and deliver a modern, mixed-use leisure, dining and shopping destination.

The Alexandra building was built as a Corn Exchange in 1871, and converted to the Alexandra Theatre in 1900, becoming a full time cinema in 1927, although the venue has continued to host theatrical performances for several weeks of the year.

The current cinema occupiers are vacating to new purpose built premises in Market Walk as part of a complementary project. As a Grade II Listed building, the Alexandra requires ongoing maintenance, which involves a prohibitively high cost at a time when the Council is revenue poor.

Three options are being explored for the future of the Alexandra building, which will be vacated by its current occupier. The options are: do-nothing, fixed seating / theatre, combined mixed-use development with Newton Abbot Market Hall.

The Friends of the Alexandra Theatre (FoTAT) have submitted a Business Proposal (Appendix 1) for a fixed seating / theatre option. This document provides an overview feasibility assessment of the proposal to support decision making.

A Memorandum of Understanding (MoU), attached as Appendix 2, outlined a process for a stakeholder group to feed into the design process to deliver the scheme in line with FHSF bid conditions, however the MoU was not accepted.

FoTAT Proposal Overview

FoTAT propose to take on the lease of the Alexandra Theatre in partnership with the Newton Abbot and District Musical Comedy Society (NADMCS) to create a Community Arts Hub. Prior to Covid, NADMCS had previously used the Alexandra Cinema space for three weeks annually.

The proposal includes the provision of an entertainment venue to host performances from NADMCS, local groups and societies and regional and national performers, supported by a theatre themed cafe and exhibition space.

Capital works are proposed to include the removal of a wall at the back of the auditorium and the creation of a 269 tiered-seat auditorium across the balcony and ground floor. Improvements would be undertaken to modernise the facilities including the dressing rooms, orchestra pit and fly tower.

In order to deliver the proposed scheme, capital costs have been estimated in excess of £500k, although this is likely a low estimate. Funding is not secured, however potential grant funding opportunities have been identified to include the new Community Ownership Fund, the National Lottery and the Arts Council.

NADMCS and their junior company NEWTS have indicated that they would use the theatre for up to eight weeks of the year, with initial feasibility studies indicating potential for local, regional and national groups to also use the space for rehearsal and performance. The business case outlines the potential for the Alexandra to be used four evenings a week for rehearsal and performance space, and during daytimes for talks, lectures and demonstrations.

The business case assumes a full repairing lease with rental terms of a 6% turnover rent for a minimum 25-year term. Teignbridge Council as landlords would assume responsibility for the external fabric of the building and approve internal capital works.

The proposed staffing structure is based on:

- 1 x PT Manager (25 hours per week)
- 1 x Cleaning Staff (21 hours per week)
- Volunteer Staff for events and activities
- Apprenticeships and training opportunities for young people

Financial Case Assessment:

Income potential is estimated at £109.5k for Year 1, rising to £149.5k in Year 5, with income generating activities including ticket sales, letting fees, subscriptions, fundraising, donations and commercial activities from the licensed cafe.

Commercial opportunities from a licensed cafe / bar appear to have been underestimated, with the proposal operating at a breakeven point. There is potential to generate more revenue through the outlet while maintaining margins.

In order to hit a breakeven point (based on the expenditure outlined in the business case), the venture requires revenue funding of £53k across the first three years to subsidise the salary of a market manager. However, grant or revenue funding has not been secured.

There is an assumed business rates relief of circa £4k per annum against rates payable of £6,413. Clarification should be sought regarding how realistic this assumption may be, although it is possible, if unlikely, that the Valuation Office may re-rate the venue based on a change of use.

Building Insurance has been excluded from the financial case, despite the proposal of a full repairing lease which would include liability for buildings insurance.

Utility costs appear to be extremely low, unless the assumption is that the power is supplied FOC through Market Walk solar panels. We expect the utility costs for a building of this age and size to be significantly higher, in particular for heating. *(There are two figures supplied for utilities, however we have assumed that they make a combined figure of £12k).*

The business case proposal outlines turnover rent of 6%, however finances have only been allocated for circa 2%. Rent levels should be £6,570 in Year 1 rising to £8,960 in Year 5.

SWOT Analysis

Strengths:

- Provides a cultural and creative hub for a local and regional audience
- Offers training opportunities through apprenticeships and volunteer work
- There is public support for a cultural and performance venue in the town centre
- Supports strategic objectives to create a Cultural Quarter within Newton Abbot

Weaknesses:

- Does not support the future viability of the market
- No secured capital funding or route to funding
- Does not reach VfM and LUV requirements associated with the capital funding from the FHSF
- Strong likelihood of ongoing revenue deficit
- Opening four evenings a week and undetermined daytimes may not represent optimum use of this central location

Opportunities:

- To create a destination cultural and creative venue for Newton Abbot
- To provide creative opportunities for local people through acting, dancing and other performance ventures
- To retain the historic use of the building as an auditorium
- To provide an anchor for the emerging Cultural Quarter of Newton Abbot

Threats:

- Income will be insufficient to maintain a Grade II listed building of its size and age
- High opportunity cost for Teignbridge District Council and Council Tax Payers, who would lose a commercial asset to support delivery of local services
- Will require ongoing subsidy from Teignbridge District Council, at a time when the Council faces a revenue deficit
- Market project will not be viable without expanded floorspace

Risk:

- Scheme may not be financially viable, leading to high opportunity cost
- Unsecured grant funding. The scheme requires capital funding in excess of £500k, and ongoing grant funding of £53k over the first three years. This is over and above a £5k donation projection in Year 1. If funding cannot be met, the scheme is not viable

Overview Assessment

The proposal offers a community led venue that would be an asset to the Cultural Quarter of Newton Abbot through community provision and creative opportunities.

However, the financial underpinning of the proposal is very optimistic, and marginal at best. There is potential for an uplift in revenue, but projected expenditure should also be raised to address the points outlined in the financial assessment.

The successful FHSF bid was based on business case assumptions relating to Green Book Valuations, including demonstrable VfM calculations and land uplift values (LUV). The scheme proposed by FoTAT would not support similar levels of VfM and LUV, and would undermine the viability of the approved market project through reduced floorspace and seating covers.

The capital funding estimates of £500k appear to be too low, and we expect that the works outlined in the business proposal will incur significantly higher costs. The route to funding is unclear, and no funding statement has been included, which is fundamental for a successful Green Book Valuation.

Without secured capital funding and the high likelihood of an ongoing revenue deficit, this scheme poses significant risk that it would not be viable within a five year period, and would lead to a high opportunity cost by reducing the outputs associated with the combined market and Alexandra project.

The minimum 25 year lease based on the terms proposed represents a high risk and potentially onerous liability for Teignbridge District Council.

There is significant value in the cultural and creative programming put forward by the FoTAT group, with many elements able to be incorporated into the emerging mixed use shopping, food, leisure and entertainment scheme proposed for the market. Although not auditorium space, demountable stages, audience seating and flexible lighting rigs would complement the emerging plan, while providing a financially viable offer that can meet funding requirements.

Appendix 1 - FoTAT Business Proposal

ALEXANDRA THEATRE: BUSINESS PROPOSAL

SUMMARY

This document sets out a draft proposal from the Friends of the Alexandra Theatre (FoTAT) to take on the lease of the Alexandra Theatre in Newton Abbot. The proposal is presented in partnership with Newton Abbot and District Musical Comedy Society (NADMCS), although Friends of the Alexandra Theatre would be the lead partner. This is an initial proposal – FoTAT are keen to engage with all interested parties to firm-up the details of the proposal.

VISION

FoTAT's vision is to turn the Alexandra Theatre into a Community Arts Hub. This would be a fully accessible and inclusive venue open to all. Whilst reflecting the heritage of the building, it would offer a high-quality entertainment venue which would provide a home for NADMCS performances. It would also provide a rehearsal and performance venue for local groups and societies. Regional and national touring performers (including theatre, music, comedy and interest groups) could also make use of the facilities. The Community Arts Hub would also boast a 'theatre themed' café and exhibition space.

FRIENDS OF THE ALEXANDRA THEATRE & NEWTON ABOUT AND DISTRICT MUSICAL ARTS SOCIETY

Friends of the Alexandra Theatre was created in 2020 with the sole aim of saving the Alexandra Cinema as a standalone Theatre for the town of Newton Abbot. FoTAT is a constituted group. The group are looking to establish a more formal organisational structure (currently favouring a Community Benefit Society model), in the near future.

The origins of Newton Abbot and District Musical Comedy Society date back to 1914 when records describe the first performance to the town by a group of thespians. This group later evolved into the current Society which was formed in 1959. The Society is a Registered Charity (No 291487). The Society owns the old YMCA Hall in Chapel Hall which is used as a rehearsal venue. Outside of Covid-19, performances by NADMCS and its junior section NEWTS are currently hosted at the Alexandra Theatre for three weeks every year.

NEWTS is the junior section of NADMCS. With more than 50 members, NEWTS offers local young people a chance to take part in shows at the Alexandra Theatre, with weekly rehearsals at the YMCA building.

SETTING

The Alexandra Hall was built in 1871 as a community meeting place. The building has been adapted and upgraded over the years, with the last major alterations taking place in 1995 when a balcony was installed to create a second screen for the cinema. Although in need of some modernisation, the Theatre remains fully functional and has a fly tower, an orchestra pit and dressing rooms.

Cultural quarter

The Alexandra Theatre forms part of the cultural quarter of Newton Abbot – a group of local facilities bringing cultural events to the town. These buildings include the Passmore Edwards Centre; an architectural icon of the town which is home to the Library. Golden Lion Square – a community venue for outdoor arts events. Newton's Place; the town's new Museum and Town Council offices, and the Alexandra Theatre; a building seen as an important part of the cultural heritage of the town.

BACKGROUND & CURRENT SITUATION

The proposal to 'Save the Alexandra Theatre' is being brought forward now as Teignbridge District Council have secured funding from the Future High Streets Fund to make significant changes to the town centre. As part of this proposal, Teignbridge District Council are proposing that the Alexandra Theatre would cease to exist as a stand-alone theatre, and instead would be incorporated with the neighbouring Market Walk to create a new multi-purpose Cinema and entertainment/restaurant space. FoTAT maintain that this space would not provide a space suitable for live theatre. They also recognise that the Alexandra Theatre has a long heritage within the town and are keen to do all they can to

preserve that heritage. FoTAT maintain that the vision of Teignbridge District Council for the town centre is entirely deliverable without incorporating the theatre into the Market Hall.

In early 2019 Teignbridge District Council commissioned Fruit Tree Consultants to prepare a Business Plan for the Alexandra Theatre. The Business Plan suggests that the Theatre is viable as a stand-alone performance space.

FoTAT have had some early discussions with Teignbridge District Council and are keen to continue the conversation to reach a satisfactory solution for all parties.

Newton Abbot Town Council have supported the Future High Street bid. They are equally supportive of the protection of local heritage assets – a view which was expressed in the Newton Abbot Neighbourhood Plan, published in 2016.

Given the viability of this proposal, and the support for a community arts hub expressed in the previous consultation work they have undertaken, Newton Abbot Community Interest Company have indicated their support for this proposal.

CONSULTATION

The public desire to maintain a performing arts venue in the town goes back much further than the ‘Save the Alexandra Theatre’ campaign. It was proposed in the ‘Newton Abbot and District Community Plan’ published in 2008. The Plan proposed a lively community arts and performance scene, to be hosted at a Centre for Community Arts and Performance, Media and Culture. Subsequently, during the consultation for the Newton Abbot Neighbourhood Plan published in 2016, there was strong support for protection of key heritage assets in the town, including the Alexandra Theatre.

More recently in their response to the Future High Street Bid consultation, Newton Abbot CIC was one of a number of consultees who maintained that the Alexandra Theatre should be a space separate from the Market Hall for live performances, events, exhibitions etc.

FoTAT have growing public support for their ‘Save the Alexandra Theatre’ campaign, with more than 4200 signatures on a petition, and an active Facebook group, ‘Keep the Alexandra Theatre alive’, with more than 2,000 members. There is growing media attention. Whilst Covid-19 Restrictions mean that large gatherings are not allowed, FoTAT will seek every opportunity to gauge public opinion in a more proactive way in the coming months.

PLANNING CONTEXT

The Planning context for the Alexandra Theatre is set out in the Teignbridge Local Plan 2013-2033 published by Teignbridge District Council. The Local Plan is currently subject to a review process. This document references the regeneration of Newton Abbot Town Centre in Policy S14, and states that the Plan will **‘support proposals that reinforce the town’s role as a focus for entertainment and cultural provision’**.

The Newton Abbot Neighbourhood Plan published in 2016 includes a Policy dealing with the Protection of Designated and Non-Designated Heritage Assets. As the local planning authority, Teignbridge District Council are required to take this policy into account in their assessment of any planning proposals.

Policy NANDP11 Newton Abbot Neighbourhood Plan

Newton Abbot’s Designated and Non-Designated Heritage Assets are important to the character and appearance of the town, its community and culture. In addition, such assets make a significant contribution to the economic vitality of Newton Abbot. It is therefore essential that these assets are protected. All development proposals in the town which affect either Designated or Non-Designated Heritage Assets must be accompanied by a Heritage Impact Assessment which assesses the significance of the asset and the impact of the proposed development’.

The Alexandra Theatre and the adjacent Market Hall are both Grade II Listed. This would mean that any external and internal alterations to the building would require Listed Building Consent.

PROPOSAL

FoTAT have long believed that the town can support a Community Arts Hub. This is a view shared by many other local organisations, including Newton Abbot Community Interest Company.

The current redevelopment proposals would comprise creating a 269-tiered seat auditorium from the balcony to the ground floor. The wall at the back of the auditorium would be removed to create a large area under the seats for a café/bar and exhibition area. A box office would be installed, possibly to the left-hand side of the stage utilising existing office space. The fly tower, orchestra pit and dressing rooms would be retained but would require some modernisation. The proposals are shown in the drawings on the following pages.

POTENTIAL USERS

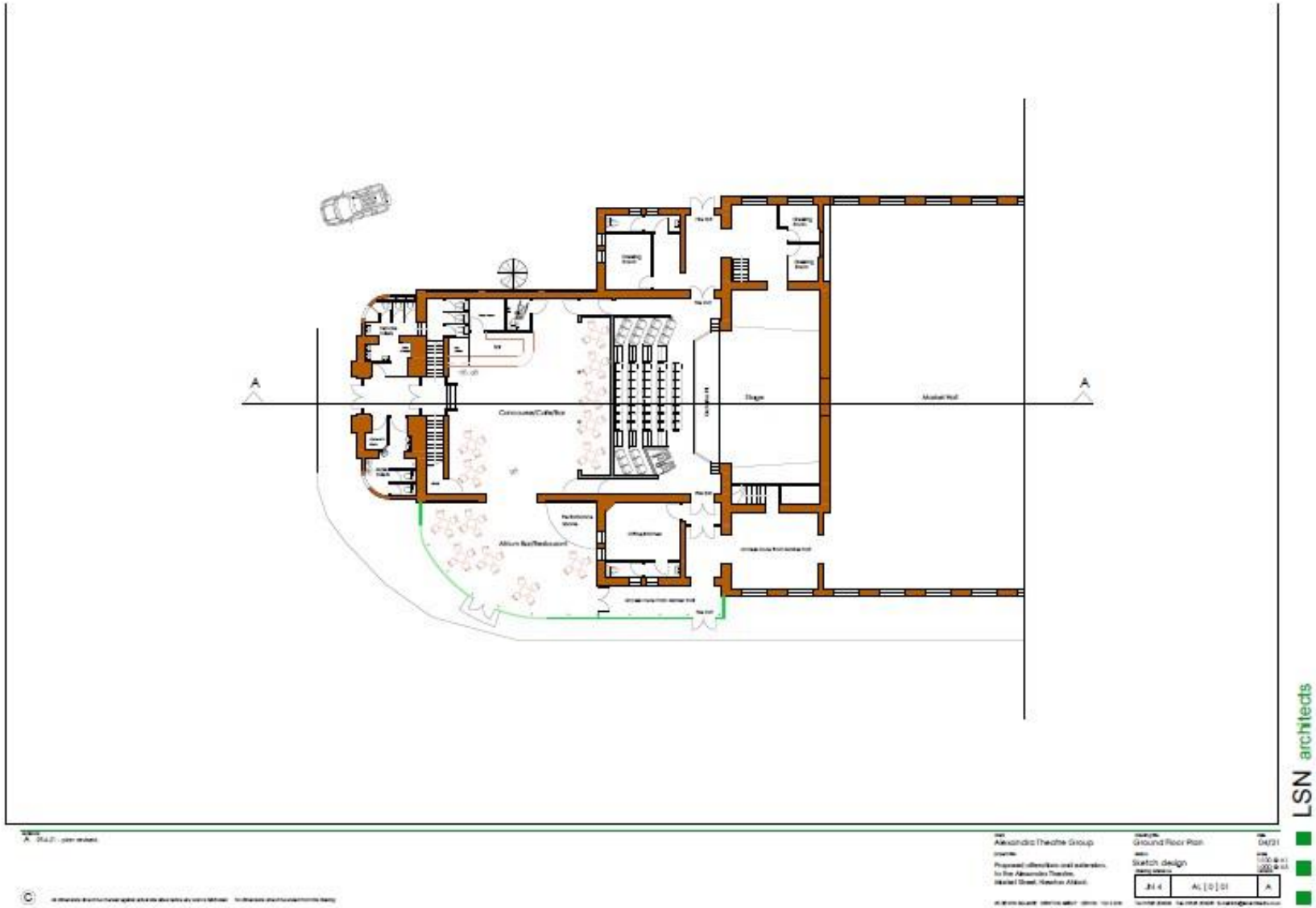
NADMCS have indicated that they would use the Theatre for ‘home grown’ performances by the main company or NEWTS for up to 8 weeks of the year. In addition, the Fruit Tree study identified that there are local booking agents, bands and groups who could potentially make use of the space. In addition, FoTAT have been carrying out their own research and have identified several local dance groups who would like to make use of a facility. Such groups have particular advantages in that they would be looking for regular rehearsal space as well as a venue for performances. Local schools have also expressed an interest in using the facility (particularly those with limited on-site space), and this research is on-going. There are other groups who may find the offer of a dedicated performance space more attractive than their existing performance space – including those currently holding concerts at other community venues. There is also the possibility that a local church group may consider a regular Sunday booking. This needs to be investigated further. There would also be scope for private hire of the auditorium for which there is perceived to be some local demand.

FoTAT is keen to support use of the various spaces during the day for talks, lectures and demonstrations from a wide range of local, regional and national groups, such as historical associations and individual speakers. There could be scope for annual events such as word/literary festivals as well as regional and national touring groups. These would seek to complement the existing town centre venues (such as the Courtenay Centre), rather than work in competition with them. FoTAT is also keen to explore links with the adult education sessions at the Passmore Edwards Centre. The community arts hub could offer an opportunity for them to extend the work they are already doing.

It would be reasonable to assume that as the business grows, the Theatre could be used as a rehearsal/performance space for at least four evenings a week (outside of NADMCS performance schedules and other touring performances), plus daytime and weekend use for scheduled activities.

One of the key business aims for FoTAT is to ensure the space becomes an inclusive space for all ages and backgrounds, and, in particular, for groups who would not normally want to or are able to access the entertainment industry. These groups include those who attract social or education funding to improve their functional and societal skills. They would have access to the types of vocations, crafts, and skills typically needed to run and perform in a fully-functioning theatre.

This proposal is presented in the knowledge that the Theatre cannot be used to screen films for a period of 25 years after the closure of the existing cinema.



A. 04.21 - 04.21.2021

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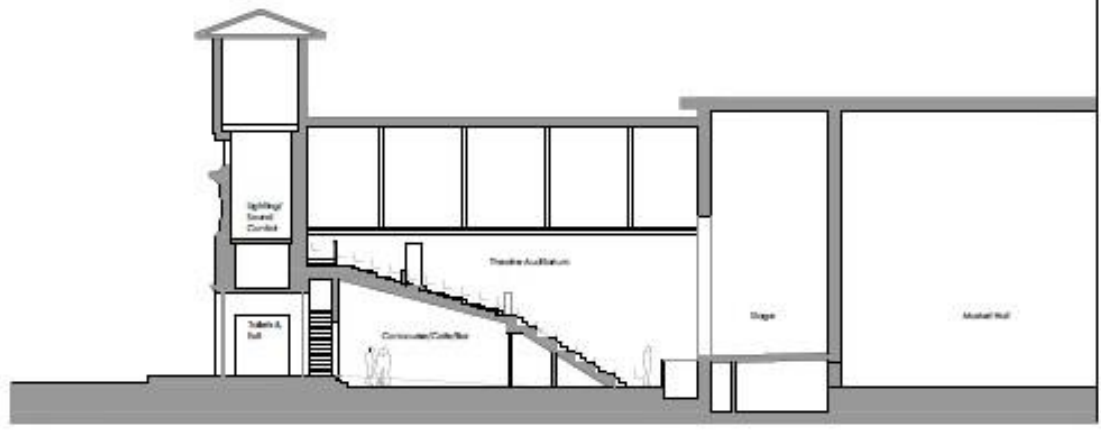
Client: Alexandra Theatre Group
Project: Proposed alterations and extensions to the Alexandra Theatre, Market Street, Hamilton A1661

Drawn: Ground Floor Plan
Scale: 1:100 @ A1
Date: 04/21

Design: Sketch design
Project No: 1000-01-01

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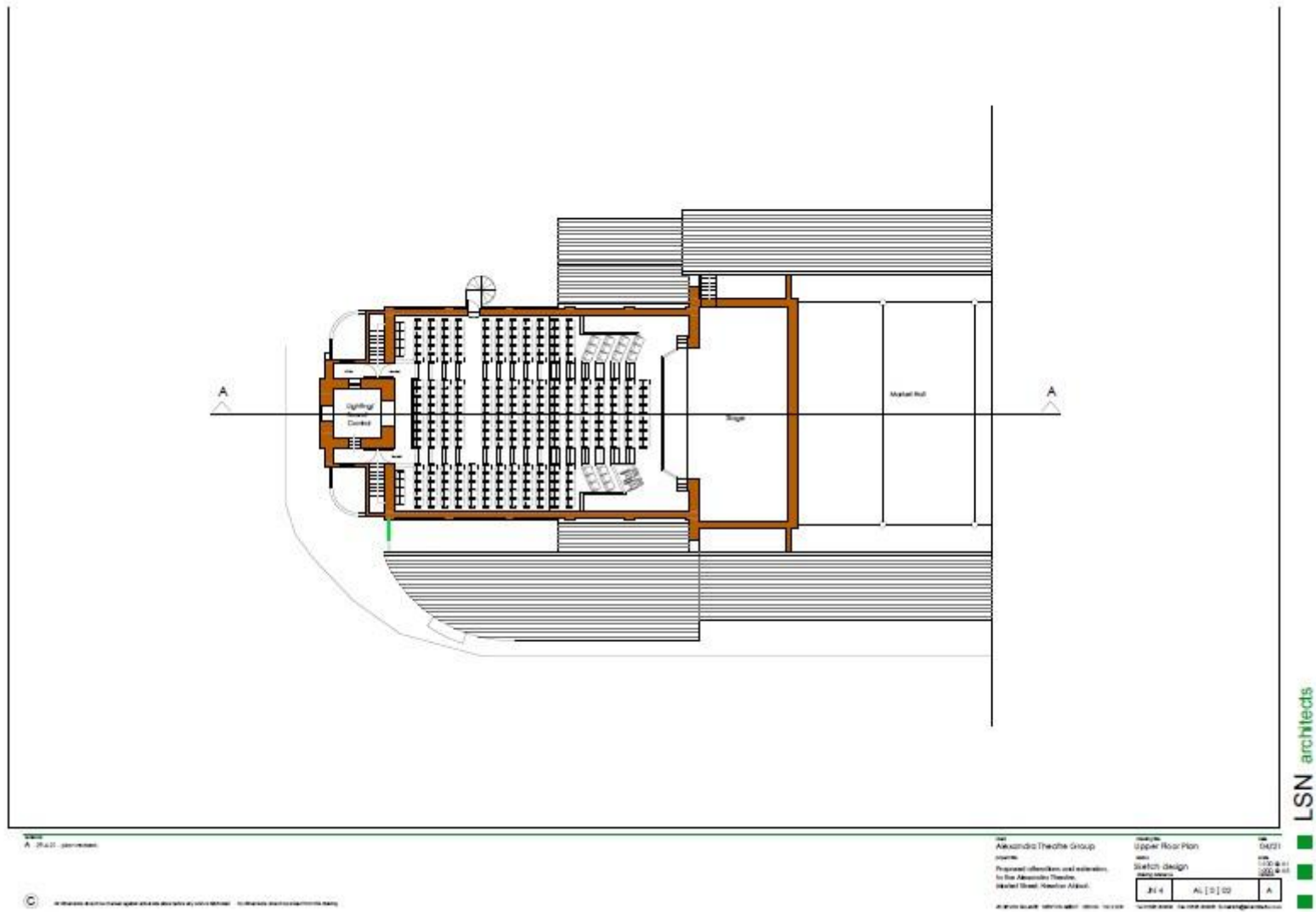
LSN architects



LSN architects

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client	Alexandra Theatre Group	project	Section A-A	date	04/21
location	Proposed extension and extension to the Alexandra Theatre, Market Street, Hamilton A16601	stage	Sketch design	scale	1:100 & 1:200 A4
architect	LSN architects	author	JH & AL	date	10/03



LSN architects

Scale: A 1:250 (1:1000)

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Client: Alexandra Theatre Group
Project: Proposed alterations and extensions to the Alexandra Theatre, Market Street, Newmarket, Auckland
Architect: LSN architects

Project: Upper Floor Plan
Date: 04/21
Scale: 1:250 (1:1000)
Drawing: Switch design
Drawing No: 21-4
Drawing Date: 01/01/2021
Drawing Title: Upper Floor Plan

BUILDING SUSTAINABILITY

There is an opportunity within the proposal to seek to incorporate measures related to sustainability, although for this to be viable the costs of the capital investment would need to be offset by grant funding. These opportunities should be explored further as part of the project development. Teign Energy Communities have offered to assist with this work.

COMPETITION

There are no other similar performance venues within the immediate local area. Coombeshead Academy has the Bushell Theatre on site, and whilst advertised as available, restrictions on extended use, operating hours, staff availability and Covid-19 make public bookings challenging. Elsewhere, the Courtenay Centre hosts some regular arts and cultural activities (e.g. the Arts Society), but such venues do not offer the same ambience or technical ability of a dedicated performance venue.

Within a reasonable travelling distance, theatres such as The Little Theatre in Torquay boast a range of in-house productions and touring performances. There are other local performance spaces, including the Ariel Centre in Totnes and the Teignmouth Pavilions, but both of these are purpose-built modern spaces lacking the history of the Victorian Theatre. Subject to the recovery of the cultural industry from Covid-19, there is no evidence to suggest that the local performing arts market could not absorb an additional local venue.

PROPOSED MANAGEMENT ARRANGEMENTS

This proposal is built on the premise that the Alexandra Theatre be leased to FoTAT with rental terms of 6% of turnover for a minimum 25-year term. This would need to be a fully repairing lease where Teignbridge District Council took responsibility for the external fabric of the building. It would need to be leased on the understanding that some internal alterations would be required to make the building viable. The minimum term is necessary to meet the requirements of grant funders who will require a specified term before considering applications for grant funding.

FoTAT are in the process of setting up a Community Benefit Society (CBS) to develop the project to delivery stage. In the longer term it is recognised that a model offering charitable status is likely to be more tax efficient for reclaiming gift aid and mitigating against a future corporation tax liability. One model that could achieve this would be a Charitable Incorporated Organisation. It would be important to create this model before any public fundraising begins, as this would maximise opportunities for reclaiming gift aid on eligible donations.

PUBLIC SUPPORT

Public and community support is a fundamental part of this proposal. FoTAT plan to run a crowdfunding campaign offering rewards in return for donations (including 'buy a seat'). There will also be Patron and Membership packages available, as well as opportunities for local groups and organisations to sponsor a performance or an element of the building.

There is no doubt amongst FoTAT members that they would be able to provide sufficient volunteers to staff the Theatre for events and activities – for example by providing stewards for events. Subject to funding, there may also be the opportunity to engage young people in volunteering by providing apprenticeships/training in theatre related activities.

CAFÉ

This proposal includes the provision of a 'theatre themed' licensed café/bar area. This would be run in-house creating a revenue stream for FoTAT. The cafe/bar would be run along the lines of 'No Limits' a local social enterprise offering inclusive, funded, employment opportunities.

The café would incorporate an exhibition space which could display some of the memorabilia currently held by NADMCS but would also offer space for arts exhibitions by local groups and artists – e.g. Newton Abbot Photographic Club.

CAPITAL COSTS

The capital costs would include the costs of altering the auditorium, creating and fitting out the café/bar area and creating a box office. In addition, there would be some additional costs of updating toilet facilities, redecorating the building and replacing the flooring once the internal alterations are complete. Further work is needed to establish these costs, which are estimated to be in excess of £500,000. Grant funding would need to be secured to cover these costs. There are various options available including the new Community Ownership Fund from the Ministry of Housing, Communities & Local Government, the National Lottery and the Arts Council.

REVENUE COSTS

A five-year cash flow projection is shown in the table on the following pages. This is based on various assumptions as listed in the notes column. A revenue grant would need to be secured for the first 3 years of operation to support the salary of a Manager.

The revenue costs include the appointment of a Manager for 25 hours a week. This is considered to be the minimum hours for which the employee could do the job effectively. The Manger would be responsible for generating significant revenue through external bookings, whilst carrying the responsibility for health and safety. The costs also include a cleaner for 21 hours a week. This could be via an employee or a contract cleaning arrangement.

Revenue costs have been put together on the basis of the costs shown in the notes column. This includes evidence from other local theatres, including the Shaftesbury Theatre, Dawlish (which has 147 seats) and is charged at £300 per day, and the Babbacombe Theatre (which has 600 seats) and is charged at £1200 plus 10% of the box office revenue for an eight-hour all-inclusive hire.

Alexandra Community Arts Hub – Five Year cashflow

Note - annual dates shown are indicative at this stage	2022/23	2023/24	2024/25	2025/26	2026/27	Notes
Income						
Visiting Performance fees & ticket sales	£15,000	£18,000	£21,600	£25,920	£31,104	Assumes lower usage in year 1 with growth of 20% per year
Fees from NADMCS	£3,000	£3,060	£3,121	£3,184	£3,247	Fees from NADMCS for using the Theatre for 8 weeks of the year. Assumes 2% growth in cost per year.
Letting fees	£24,000	£28,800	£34,560	£41,472	£49,766	Assumes income of £2,000 per calendar month for hire, with growth of 20% in years 2-5
Subscriptions	£2,500	£2,750	£3,025	£3,328	£3,660	Consider Membership Fee for discounted tickets
Fundraising and donations	£5,000	£3,000	£3,000	£3,000	£3,000	Assumes organisation will be a CIO or similar which allows for gift aid to be reclaimed on donations. Also consider Membership options
Income from café/bar	£40,000	£44,000	£48,400	£53,240	£58,564	Assumes lower usage in year 1 with growth of 10% per year
Grants	£20,000	£18,000	£15,000	£0	£0	Long-term revenue grants for core costs are unlikely to be available, but a 3-year subsidy for a Manager's salary may be a possibility
Total Income	£109,500	£117,610	£128,706	£130,143	£149,342	
Expenditure						
Staffing costs	£20,270	£20,878	£21,504	£22,150	£22,814	Assumes Manager working 25 hours a week on £30,000 pro rata, will allowance for inflation in years 2-5
Café/bar staff costs	£18,508	£19,063	£19,635	£20,224	£20,831	Café/Bar Manager working 25 hours a week on £25,000 pro rata, with allowance for inflation in years 2-5, plus bar staff costs £10 p/hour x 20 hours
Café/Bar stock costs	£10,000	£11,500	£13,225	£15,209	£17,490	Café/Bar stock costs allows for growth of 15% year on year
Oncosts and payroll fees	£9,531	£8,817	£9,082	£9,354	£9,635	Set at 22% of salary cost, allows for recruitment cost of £1000 in year 1
Utilities	£6,000	£6,180	£6,365	£6,556	£6,753	Based on 3% inflation in costs. Note cost of utilities may depend on age and condition of boiler
Business rates	£2,650	£2,730	£2,811	£2,896	£2,983	Based on 5-year rate relief against rateable value of £13,250. 3% inflationary increase
Telephone & broadband	£960	£989	£1,018	£1,049	£1,080	Based on 3% inflation in costs. Assumes monthly cost of £80.

Note - annual dates shown are indicative at this stage	2022/23	2023/24	2024/25	2025/26	2026/27	Notes
Contents and Liability insurance	£1,500	£1,545	£1,591	£1,639	£1,688	Note building insurance would need to be discussed in lease negotiation. If required, this would be an additional cost. 3% inflation
NODA insurance	£500	£515	£530	£546	£563	3% inflation increase applied. Relates to insurance for Society Members
Utilities	£6,000	£6,180	£6,365	£6,556	£6,753	Taken from Fruit Tree figure but needs to be verified. 3% inflationary rise added for years 2-5.
Lease/rent	£2,520	£2,992	£3,557	£4,235	£5,047	Based on peppercorn figure - may not be realistic
Fire extinguisher & alarm servicing	£2,000	£1,030	£1,061	£1,093	£1,126	Assumption that additional compliance work may be required in Year 1. Allows for 3% inflation
LOLER servicing for rigging & lighting	£1,000	£1,030	£1,061	£1,093	£1,126	Exact costs of inspection would be subject to on site verification by a specialist. Allows for 3% inflation.
Trade Waste & other disposals	£1,500	£1,545	£1,591	£1,639	£1,688	Annual commercial waste collection fees. Allows for 3% inflation.
Cleaning	£13,100	£13,493	£13,898	£14,315	£14,744	Assumes 21 hours a week @ £10 per hour. Cost of contract cleaning would be similar. Two posts would be needed to cover holidays and sickness
Cleaning materials	£500	£515	£530	£546	£563	3% baseline inflation
Pest control	£290	£299	£308	£317	£326	Pest control for food areas
Office costs	£2,500	£2,575	£2,652	£2,732	£2,814	3% baseline inflation
Accountancy fees	£1,000	£1,030	£1,061	£1,093	£1,126	3% baseline inflation
PRS/PPL fees	£2,000	£2,060	£2,122	£2,185	£2,251	3% baseline inflation
Volunteer expenses	£1,000	£1,030	£1,061	£1,093	£1,126	3% baseline inflation
Credit card costs & online booking	£2,000	£2,060	£2,122	£2,185	£2,251	On site card charges plus fees for online booking
Repairs and renewals	£2,000	£2,060	£2,122	£2,185	£2,251	3% baseline inflation
3% Contingency	£2,170	£2,174	£2,239	£2,306	£2,375	3% baseline inflation
Totals	£109,499	£112,289	£117,513	£123,196	£129,403	

Profit and Loss	£1	£5,322	£16,516	£23,463	£43,402	
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RISKS

The following risks have been identified to date. These relate to the project development stage rather than the building management.

Risk	Likelihood	Impact	Actions
Teignbridge District Council feel unable to support the proposal	Low	High	Agreement in principle to develop the proposal needs to be secured at the outset.
The theatre fails to meet predicted usage targets	Low	High	Predictions have been set at a realistic level for the initial stages of the Theatre. The project development period should be used to further ascertain predicted usage.
Covid-19 continues to disrupt the theatre and entertainment industry	Medium	High	Sufficient reserves need to be in place to mitigate potential costs incurred during a period of closure.
Lack of volunteers	Low	High	Promote the opportunities early both within the Society and in the media. Provide opportunities for younger people to get involved – e.g. a training scheme.
Lack of custom for productions	Low to medium	High	Recruitment of an appropriately skilled Theatre Manager should occur at the earliest opportunity once funding is in place. Some of the productions will have an established audience, so the likelihood of this risk is perceived to be lower than would be the case in other circumstances.
Inability to recruit the right manager	Low to medium	High	Offer a fair level of pay and flexible working arrangements to broaden the field of potential candidates if possible.
Inability to achieve any grant funding	Low	Medium to low	Work is already underway to identify potential funders and sponsors. A crowdfunding campaign would also be recommended to capitalise on local support.

NEXT STEPS

The following initial steps have been identified:

- Secure agreement from Teignbridge District Council to progress the project to delivery stage.
- Secure funds for project development, including the appointment of a project development team to fully design the internal alterations to delivery stage, and negotiate with Teignbridge District Council regarding the Listed Building Consent.
- Establishment of a Community Benefit Society to develop the proposals.
- Continued discussions with potential users.
- Early enquiries with potential grant funders.
- Continued efforts to increase public support, with support from Newton Abbot Community Interest Company to carry out additional face-to-face public consultation once Covid-19 restrictions are eased.
- Organisation of a crowdfunding campaign, with support from Devon County Council and Teignbridge District Council once purdah has ended.
- Development of a job description for the Theatre Manager post, with recruitment timetable subject to availability of funding.

Appendix 2 – Memorandum of Understanding

The Alexandra, Newton Abbot

Stakeholders Group Memorandum of Understanding Date: [] May 2021

1. Summary

Newton Abbot and District Musical Comedy Society (NADMCS) is a current user of The Alexandra, Newton Abbot.

Friends of the Alexandra Theatre (FoTAT) is group supported by NADMCS and other community organisations and individuals. Henceforward these groups together are known as the stakeholders group.

The Council has submitted a bid for funding to revitalise the Market Hall and Alexandra to reinstate the building in the heart of Newton Abbot. The stakeholders group has agreed to work together with Teignbridge District Council to identify an optimum and beneficial viable use for the building.

It may be deemed appropriate for other stakeholder groups to also be invited to be included in the process as the project evolves.

2. Timescale

The stakeholders group will continue until the vision and design work has been concluded and agreed by the Council or until such other date as to be mutually agreed, although there will be provision for any member organisation to leave the stakeholders group at any point (see 4. below).

3. Process

In order to achieve a satisfactory final design, the stakeholders group agree to work with the Council and its appointed consultants to an agreed brief and timescale. (see 4. below)

At various points in the process there will be a need for decisions to be made, and all stakeholders will have a role in this decision making process. Due to the nature of the project ultimately the final decision will rest with Teignbridge Council.

Due to the pressure of time and in order to facilitate efficient use of consultant time, it will not be possible for all members of stakeholder organisations to be present at all consultant meetings, therefore it will be necessary for the stakeholders group to nominate a representative from NADMCS and FoTAT to attend consultant meetings and feedback to the Stakeholder group (note these meetings will be during the working day i.e Monday – Friday between 9am and 5pm.)

4. Way forward

Subject to a satisfactory funding award from the Future High Streets fund, the Council will appoint a consultant team to assist the refining of the design for the future use of the building.

The brief for that appointment will be agreed between the parties but will be based upon the bid proposal submitted as part of the Future High Streets project For the avoidance of doubt this will ensure the below options are included.

Design Principles:

- Flexible use of the whole space for day time and evening commercial use / theatre and other community and arts use,

- Options for re-connecting the Market Hall and Alexandra
- Options for the provision of theatre / performance seating
- Options for staging
- Options for a proscenium arch
- Options for a fly tower and grid
- Provision for lighting and sound equipment
- Acoustic considerations
- Options for production runs (periodically for 2/3 weeks per annum)

To be considered at detailed design stage:

- Suitable location for (segregated) changing area's/ make up room
- Orchestra pit
- Accessible dock
- Front of house
- Front Curtains

Viability:

- The building must ensure a long term viable proposition for the Council. The current income profile has been designed around what can commercially be achieved from the building to justify the match funding investment the Council are required to make to secure the FHSF funding.
- Funding may be required from the stakeholders to enable the delivery of the design outputs i.e replacement lighting / PA / site specific items required for theatre use etc.
- Compliance with Future High Streets funding assessment criteria (Green Book, Footfall analysis, transformational, sustainable and Cost Benefit Ratio etc) any variations to the scheme which may affect the data submitted as part of future high streets will be carried out transparently with stakeholders.

All parties will be able to contribute to this but the design will also be accompanied by the viability study, which will ultimately lead to a final recommendation for the future use of the space. It is important to note that the funding of the project is contingent on the future high streets fund.

It may also be possible for some member organisations of the stakeholders group to take forward elements of the recommendations from the viability study, whilst others decide to leave the stakeholders group. A version of the viability study will be publically available following the conclusion of the viability study, although some aspects may need to be redacted for reasons of financial confidentiality.

5. Decision making and representation

Any variations to the scheme from that submitted as part of FHSF may require FHSF signoff. For the avoidance of doubt if the variations jeopardise the overall success of the scheme and the funding the said changes will not be implemented.

Due to the nature of the project and FHSF funding and the strategic position of the project the final decision on the future design of the building will be with the Council, as the building remains a council asset.

Stakeholders will be invited and encouraged to make representations in the decision making process.

6. Fundraising

The FHSF funding is due to be awarded on the proposals as set out in the submitted bid. This includes provision for theatre space, the Council are supportive of working together, however the full scope of delivery may require further funding which may require Stakeholders to facilitate.

7. Contractual/finance/administration

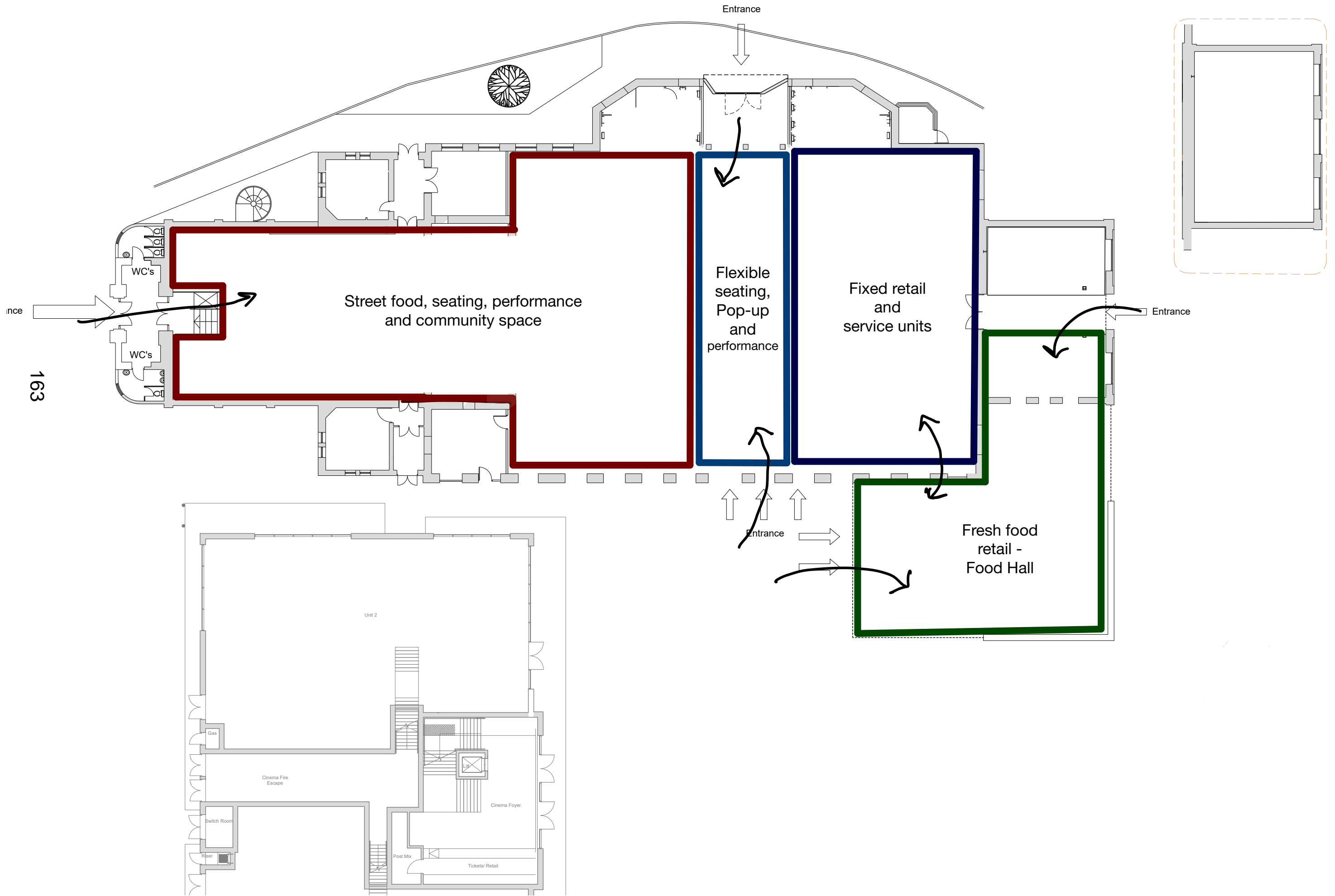
It is agreed the Council will contract the consultant for the design and viability study and take responsibility for paying and managing the consultant. They will be responsible for the project budget, and of advising the stakeholder group immediately of any budgetary concerns.

All project communication is to be issued through the designated Stakeholder Group Lead/project management lead named above. They will be responsible for the distribution of all relevant information to the named representatives within the member organisations.

8. Member Organisations and Named Representatives

The member organisations that form the stakeholder group are listed below together with the named representative(s) of each organisation.

Organisation Named representative(s) Contact details [add details] [add details] [add details]



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Teignbridge District Council
Committee name: Full Council
Meeting date: 22nd February 2022
Part i

Report Title

Cycling & byelaw on Newton Abbot's parks (pleasure grounds)

Purpose of Report

Replacement of the existing Byelaw 5(b) in respect of Pleasure Grounds to allow cycling on dedicated routes via certain Newton Abbot parks.

Recommendation(s)

The Council approval for the following:

- (1) To approve undertaking the process of replacing the Pleasure Grounds Byelaw 5(b) dated 1 June 1951 (Appendix A), using the wording in Appendix D. This will follow the 2016 Byelaw Regulations (including public consultation), with the purpose of enabling cycling on dedicated, sign-posted routes of suitable width, such as the two described in the report below (and displayed in Appendix B & Appendix C).
- (2) Delegate the authority to the Head of Legal Services (or a person appointed by him), the Head of Place & Commercial Services and the Head of Operational Services to ensure the Byelaw process is properly conducted.; and

Financial Implications

Title of person giving advice Martin Flitcroft

Email: martin.flitcroft@teignbridge.gov.uk

See section 3.1. Existing resources will be used to manage the change.

martin.flitcroft@teignbridge.gov.uk

Legal Implications

Title of person giving advice Marie Downey

Email: marie.downey@teignbridge.gov.uk

See section 3.2.

Risk Assessment

Report author to comment on the Risk Assessment

Title of person giving advice John-Paul Bove

Email: john-paul.bove@teignbridge.gov.uk

Appropriate consideration of risk would form part of any new or modified route by Devon County Council (DCC) or Teignbridge District Council. Dedicated routes would require proper signage and

also widening/other provisions where necessary.
Also see Equality Impact Assessment summary (paragraph 3.3.2).

Environmental/ Climate Change Implications

Report Author to comment on the Environmental/Climate Change Implications Name/Title of person giving advice William Elliot

Email: William.elliott@teignbridge.gov.uk

All significant environmental impacts associated with this committee report have been covered in Section 3.4.

Report Author

Title of author Estelle Skinner, Green Infrastructure Officer (Spatial Planning)

Email: estelle.skinner@teignbridge.gov.uk

Executive Member

Title/Name Cllr Gary Taylor

Appendices/Background Papers

Appendix A – 1st June 1951 byelaw, including cycling in clause 5.

Appendix B – DCC plan of Ogwell route including Baker's Park stretch (shown within purple rectangle).

Appendix C – Future High Street/Active Travel Fund scheme: improved links to town centre, including eastern stretch of Courtenay Park (shown within red circle).

Appendix D – drafted wording for replacement of 5(b) byelaw

1. Introduction/Background

1.1 Teignbridge District Council (the Council) works closely with Devon County Council (DCC) on active and sustainable travel projects. This has seen some important routes delivered in recent years, including the Stover Trail, Wray Valley Trail, and Newton Abbot East-West Route.

1.2 In 2019, the Council declared a Climate Change Emergency, and also became a key stakeholder in the Devon Climate Emergency work. The delivery of active and sustainable travel is recognised as one of the important factors of Climate Emergency, with transport being the largest sector of greenhouse gas emissions.

1.3 Supporting of high-quality active journeys also aligns with core Council strategic objectives:

- Moving up a Gear
- Out and About and Active
- Action on Climate
- Great Places to Live & Work

1.4 During the partnership work between DCC and the Council, it has become evident that there is a need to review the byelaw dating from 1951 (see Appendix 1), which prevents all cycling in Newton Abbot's parks (Forde Park, Courtenay Park, Osborne Park and Powderham Park), and to seek to replace this byelaw 5(b) to allow cycling on dedicated routes only. There are already two dedicated schemes secured: one in Baker's Park and one in Courtenay Park, as described in Section 2 below. Any further, future dedicated route delivery would receive careful review and consideration, as per standard good-practice, and only suitable routes that are useful, safe and locally appropriate would come forward as dedicated routes for delivery. The replacement byelaw

wording enables this to happen without the need for further, future byelaw replacement or related staff resource/capacity.

1.5 There is some bicycle riding already happening in Newton Abbot parks, despite the byelaw (which is not actively promoted or enforced), and providing properly sign-posted routes that are clear for users, and are sufficiently wide, will support clarity for all park users on dedicated routes (where they are logical and have been well considered). Routes would only be sign-posted after any necessary widening and any other necessary provisions have been set in place. There are two schemes that have already secured funding via wider schemes and these are described below.

1.6 This will also align with modern principles to support safe and green links as part of active journeys and to support wider uptake of active journeys for the health benefits both of those cycling and walking as well as for the quality of the local environment for the communities living within the local environment. The byelaw doesn't cover Sandringham Park, another key park in Newton Abbot, where there is an active travel route that is well used and supports local day-time trips for various onward links.

2. Report Detail

2.1 Dedicated Routes

2.1.1 The replacement byelaw wording for Clause 5b allows for only dedicated routes to be delivered in Newton Abbot parks (the byelaw covers Baker's Park, Courtenay Park, Forde Park and Powderham Park). The replacement of the byelaw Clause 5b would allow for the two dedicated routes that are described below, as well as any other routes that are properly considered and dedicated in future. The importance of allowing for dedicated routes only is that there will be proper signage required and other relevant needs such as appropriate width. There will be proper and careful consideration of any proposed route, as is standard practice, to assess its usefulness, safety and whether it is locally appropriate.

2.2 Baker's Park

2.2.1 Devon County Council (DCC) has been working in partnership with the Council on the delivery of a safe active route for cyclists and pedestrians between Newton Abbot town centre and the Ogwell and Wolborough locality, which are currently somewhat dissected from the town centre in terms of safe, amenable and relatively direct cycling access. The purpose of this route is to enable a safe active journey away from the busy and constrained Totnes Road. A route alignment plan from the DCC planning permission is in Appendix 2, and includes this stretch via Baker's Park. DCC secured planning permission for this route in January 2019, in discussion with the Council and with Ogwell Parish Council, and the route is fully funded as far as Beverley Way. DCC is seeking to extend the link further into Ogwell and Wolborough in future phases. There would be signage installed along the Baker's Park stretch, to encourage considerate shared-use by both cyclists and walkers including dog walkers, and the route is already approximately 3m throughout.

2.2.2 The dedicated scheme that has secured funding for Baker's Park is shown displayed Appendix B. There is already a conflict with the Byelaw in that limited vehicular access is permitted on this route, between Steppes Meadow and the private property that adjoins Baker's Park in its southern reach. This is for very few vehicles and so trip rates are expected to be low and speeds are also expected to be low.

2.3 Courtenay Park

2.3.1 The Heart of Teignbridge Local Cycling & Walking Infrastructure Plan (LCWIP), produced during 2020/21 (currently being updated following public consultation), identified and shared a key

desire line for cycling access across the eastern edge of Courtenay Park. The key principles of the LCWIP were all supported by the majority of consultation respondents. There are funds available via the Future High Street project to realise this delivery as part of enhancing the active travel links to the town centre of Newton Abbot. This includes modification of the pedestrian crossing outside the railway station into a dual-purpose crossing with space for pedestrians and space for cyclists. This overcomes the current issue of the cycle network provision terminating suddenly at the rail station with no logical or safe onward route towards town.

2.3.2 This dedicated scheme via Courtenay Park would provide a valuable link (see Appendix C). This can be delivered via Future High Streets funding (if the replacement byelaw is approved by Full Council and also supported via public consultation). However, there are potentially other desire lines via Courtenay Park that can be explored further and carefully considered if/when suitable future funding schemes arise.

2.4 Consultation Process

2.4.1 Any formal replacement of a Byelaw legally requires that consultation is carried out. We would seek to incorporate this with another suitable upcoming public consultation if feasible (most likely the upcoming Queen Street Future High Street Fund consultation in spring 2022), for efficiencies of staff time and effort. This will be advertised via regular channels of the Council, and via Devon County Council. There will be a clear question posed for a clear response on whether respondents support the replacement byelaw. There will also be a space provided for respondents to provide an additional qualitative response on why they do or do not support this.

2.4.2 All of the consultation responses will be properly taken into account and if there is nothing that reasonably should prevent the proposed byelaw replacement then they will be moved forward and the replacement formally undertaken (please see the drafted replacement wording in Appendix 4 of this report).

Any feedback of this nature would be used to reinforce and/or add to the evidence held for the Local Cycling & Walking Infrastructure Plan (LCWIP) for the Heart of Teignbridge, which includes the proposals for local enhancements to the cycling and walking networks, for delivery as and when suitable funding opportunities are realised (specific delivery of any of these proposals would of course require any relevant approval processes).

3. Implications, Risk Management and Climate Change Impact

3.1 Financial

3.1.1 There would be some staff capacity needed for the public consultation, and to submit and formally process the replacement of the byelaw 5(b), subject to consultation response. It should be feasible to incorporate the consultation with another upcoming public consultation (potentially Queen Street Future High Streets in spring 2022), for time/staff efficiencies.

3.1.2 Devon County Council will be delivering the Ogwell/Baker's Park route and funding is already secured for this via s106 and Local Transport Fund grant (DCC). The majority of the stretch via Baker's Park is already hard-surfaced and 3m wide and will continue to be maintained by the Council whereas the newly instated part of the stretch via Baker's Park, alongside the tennis courts, will be maintained by Devon County Council via a Deed of Dedication.

3.1.3 The easterly link via Courtenay Park can be delivered via the Future High Street Fund award, which includes the key objective of improving town links for active travel. This stretch is achieved by widening an existing hard-surfaced path and will continue to be maintained by the Council.

3.2 Legal

3.2.1 The Department for Levelling up Housing and Communities (formerly the MHCLG), has responsibility for byelaws covering Pleasure Grounds and Open Spaces. When seeking to replace a byelaw the Council must prepare a draft of the proposed byelaw and undertake a regulatory assessment to ensure that the byelaw is proportionate. The Council will then need to seek approval by the Secretary of State.

3.2.2 Before replacing a byelaw, a local authority should consider whether the byelaw needs to be retained at all, as it may now no longer be required. For example, the issue the byelaw addressed may now be addressed through national legislation.

3.2.3 Subject to approval of this report to carry out the steps in 3.2.1 and should approval from the Secretary of State be given, consultation will be carried out with stakeholder groups and the public on the proposed replacement of the Byelaw 5(b). The legal procedure requires that a notice be published in a local newspaper and on the council's website and a copy of the proposed byelaw be made available at the Council offices for inspection by the public, allowing a month for comments to be made. Following consideration of the consultation responses, subject to approval by Full Council it is recommended that the Council adopt the replacement byelaw and authorise the Head of Legal Services to carry out of the necessary procedure.

The suggested replacement byelaw is attached to this report at *Appendix D*.

3.3 Risks

3.3.1 Allowing cycling on dedicated routes could lead to some level of conflict between different users, ie walkers/dog walkers but this is likely to be a low level of conflict, which is typical for any shared route of good specification and is generally caused by a minority of both walkers and cyclists who show poor social behaviour. Signage would be installed on dedicated routes to support clarity and to encourage respectful use by all users. Suitable widths, generally of minimum 3m, will also be important. Furthermore, dedicated off-road routes that provide logical and well-considered connectivity can reduce the risk posed to those on-bicycle whose alternative cycling option is to remain on relatively busy and challenging roads.

3.3.2 An Equality Impact Assessment form has been completed, and a summary of this is below:

Summary of significant negative impacts and how they can be mitigated or justified:
Not aware of any significant negative impacts and will seek further public input via dedicated consultation process to ensure this (subject to these Full Council recommendations being approved). Ensure relevant local stakeholders, such as Newton Abbot Community Transport, are advised directly of the consultation.
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
Increased opportunity for active travel uptake within Newton Abbot, offering related wellbeing and local environmental outcomes via improved safety for those on-bicycle; reducing a key barrier for many except the most confident riders on-bicycle.

3.4 Environmental/Climate Change Impact

3.4.1 A cohesive active travel network can support a significant improvement in health and wellbeing for the individuals taking part in active travel and for the wider local community via environmental benefits. There is a certain amount of embedded carbon in new construction

or widening hard-surfacing to allow cycling and pedestrian-friendly routes, but there would be review of surfacing options seeking to limit this alongside consideration of longevity and smoothness.

4. Alternative Options

- 4.1 Retain the byelaw 5(b) and there will be no permitted cycling at all in these Newton Abbot parks. This would mean that no desire lines are made available and cycling would remain on-road (or illegally via the parks). This poses some safety risk and/or perceived safety risk for less confident cyclists and forms a disincentive for families and less confident cyclists, presenting a barrier to cycling uptake.
- 4.2 Modify the byelaw 5(b) to enable cycling on the two already secured routes only. However, this would risk the need to repeat this process again, possibly multiple times, to enable future delivery, which would mean notable additional time and input from officers. Under The recommendations of this report, any future route delivery would still require careful review and consideration, as per standard good-practice, to ensure its usefulness, safety, and acceptability in a local sense.
- 4.3 Revoke the whole suite of Byelaws for Newton Abbot's parks (shown in Appendix A) and replace with new Model Byelaws. The Byelaws for Newton Abbot's parks (pleasure grounds) are in general outdated, having been drafted in 1951. At some point, these will require a wholesale review and to be brought up to date (potentially alongside a review of other suites of existing Byelaws). However, this is likely to be a notable demand on staff time for engagement with a wide range of stakeholders to establish what the preferred modern proposals are and to then set-up a full public consultation to attain feedback on those proposals, which will include a fairly wide range of matters. The reason for moving ahead to propose this replacement of 5(b) is to enable dedicated and well-considered schemes to be delivered, including the presently secured schemes (subject to the byelaw public consultation feedback). If the presently secured schemes cannot move forward shortly this will very likely to lead to non-delivery of these active travel route schemes, which form part of wider projects, due to delivery timeframe constraints.

5 Conclusion

- 5.1 There are notable benefits available for local communities via supporting safe, cohesive and effective active travel in Newton Abbot. The replacement of byelaw 5(b) for cycling on dedicated, secured routes within Baker's Park and Courtenay Park requires a public consultation period and proper consideration of responses to ensure suitability for delivery.
- 5.2 This proposal correlates with the current climate emergency, Teignbridge's Council Strategy, and allows for a safer and more cohesive active travel network including via Newton Abbot Future High Streets scheme and Devon County Council priority active-travel delivery. Active travel benefits are not only secured for the person's taking part but also for the wider communities living locally via benefits for the local environment.



BYE-LAWS

Made under Section 164 of the
Public Health Act 1875, by the

URBAN DISTRICT COUNCIL
OF NEWTON ABBOT

with respect to the

PLEASURE GROUNDS

known as

BAKER'S PARK,
COURTENAY PARK,
FORDE PARK,
OSBORNE PARK,
PENN INN PARK,
POWDERHAM PARK,

NEWTON ABBOT

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PENN INN PARK,

POWDERHAM PARK,

NEWTON ABBOT

1. Throughout these byelaws the expression "the Council" means the Urban District Council of Newton Abbot, and the expression "the pleasure ground" means, except where inconsistent with the context, each of the pleasure grounds known as Baker's Park, Courtenay Park, Forde Park, Osborne Park, Penn Inn Park and Powderham Park, Newton Abbot.

2. An act necessary to the proper execution of his duty in the pleasure ground by an officer of the Council, or by any person or servant of any person employed by the Council, shall not be deemed an offence against these byelaws.

3. A person shall not in the pleasure ground
- (i) carelessly or negligently deface, injure, or destroy any wall or fence in or enclosing the pleasure ground or any building, barrier, railing, post, or seat, or any erection or ornament;
 - (ii) wilfully, carelessly, or negligently soil or defile any wall or fence in or enclosing the pleasure ground or any building, barrier, railing, post, or seat, or any erection or ornament;
 - (iii) climb any wall or fence in or enclosing the pleasure ground or any tree, or any barrier, railing, post, or other erection;
 - (iv) wilfully, carelessly, or negligently remove or displace any barrier, railing, post, or seat, or any part of any erection or ornament, or any implement provided for use in the laying out or maintenance of the pleasure ground.

4. A person shall not bring or cause to be brought into the pleasure ground any cattle, sheep, goats, or pigs, or any beast of draught or burden, unless, in pursuance of an agreement with the Council, or otherwise in the exercise of any lawful right or privilege, he is authorized to do so.

5. (a) A person shall not except in the exercise of any lawful right or privilege bring or cause to be brought into the pleasure ground any barrow, truck, machine or vehicle other than—

- (i) a wheeled bicycle, tricycle, or other similar machine;
 - (ii) a wheel chair, perambulator or chaise, drawn or propelled by hand and used solely for the conveyance of a child or children or an invalid;
- (b) A person shall not ride any bicycle, tricycle or other similar machine in any part of the pleasure ground.

6. A person who brings a vehicle into the pleasure ground shall not wheel or station it over or upon

- (i) any flower bed, shrub, or plant, or any ground in course of preparation as a flower bed, or for the growth of any tree, shrub, or plant;
- (ii) any part of the pleasure ground where the Council by a notice board affixed or set up in some conspicuous position in the pleasure ground prohibit its being wheeled or stationed.

7. A person shall not in the pleasure ground walk, run, stand, sit, or lie upon

- (i) any grass, turf, or other place where adequate notice to keep off such grass, turf, or other place shall be placed:

Provided that such notice shall not apply to more than one-sixth of the area of the pleasure ground;

- (ii) any flower bed, shrub, or plant, or any ground in course of preparation as a flower bed, or for the growth of any tree, shrub, or plant.

8. A person shall not in the pleasure ground
- (i) remove, cut, or displace any soil, turf, or plant;
 - (ii) pluck any bud, blossom, flower, or leaf of any tree, shrub, or plant.
9. A person shall not in the pleasure ground
- (i) bathe, wade, or wash, in any ornamental lake, pond, stream, or other water;
 - (ii) wilfully, carelessly, or negligently foul or pollute any such water;
 - (iii) take, injure, or destroy, or attempt to take, injure, or destroy any fish in any such water, or wilfully disturb or worry any water fowl;
10. A person shall not cause or suffer any dog belonging to him or in his charge to enter or remain in the pleasure ground unless such dog be and continue to be under proper control, and be effectually restrained from causing annoyance to any person, and from worrying or disturbing any animal or waterfowl, and from entering any ornamental water.
11. Where the Council set apart any such part of Baker's Park or Osborne Park, as may be fixed by the Council, and described in a notice board affixed or set up in some conspicuous position in the pleasure ground for the purpose of any game specified in the notice board, which, by reason of the rules or manner of playing, or for the prevention of damage, danger, or discomfort to any person in the pleasure ground may necessitate, at any time during the continuance of the game, the exclusive use by the player or players of any space in such part of the pleasure ground—a person shall not in any space elsewhere in the pleasure ground play or take part in any game so specified in such a manner as to exclude persons not playing or taking part in the game from the use of such space.
12. A person resorting to Baker's Park or Osborne Park and playing or taking part in any game for which the exclusive use of any space in the pleasure ground has been set apart shall
- (i) not play on the space any game other than the game for which it is set apart;
 - (ii) in preparing for playing and in playing, use reasonable care to prevent undue interference with the proper use of the pleasure ground by other persons;
 - (iii) when the space is already occupied by other players not begin to play thereon without their permission;
 - (iv) where the exclusive use of the space has been granted by the Council for the playing of a match, not play on that space later than a quarter of an hour before the time fixed for the beginning of the match unless he is taking part therein;
 - (v) except where the exclusive use of the space has been granted by the Council for the playing of a match in which he is taking part, not use the space for a longer time than *two hours* continuously, if any other player or players make known to him a wish to use the space.
13. A person shall not in any part of Baker's Park or Osborne Park which may have been set apart by the Council for any game play or take part in any game when the state of the ground or other cause makes it unfit for use and a notice is set up in some conspicuous position prohibiting play in that part of the pleasure ground.
14. A person shall not in Courtenay Park, Forde Park, Penn Inn Park, or Powderham Park play cricket, football, hockey or any other similar game to the danger, discomfort, or annoyance of any other person using the pleasure ground.

15. A person shall not in the pleasure ground

- (i) except as hereinafter provided erect any post, rail, fence, pole, tent, booth, stand, building, or other structure:

Provided that this prohibition shall not apply where upon an application to the Council they grant permission to erect any post, rail, fence, pole, tent, booth, stand, building, or other structure, upon such occasion and for such purpose as are specified in the application;

- (ii) beat, shake, sweep, brush, or cleanse any carpet, drugget, rug, or mat, or any other fabric retaining dust or dirt;
- (iii) hang, spread, or deposit any linen or other fabric for drying or bleaching;
- (iv) sell, or offer or expose for sale, or let to hire, or offer or expose for letting to hire, any commodity or article, unless, in pursuance of an agreement with the Council, or otherwise in the exercise of any lawful right or privilege, he is authorized to sell or let to hire in the pleasure ground such commodity or article.

16. A person shall not in the pleasure ground wilfully obstruct, disturb, interrupt, or annoy any other person in the proper use of the pleasure ground or wilfully obstruct, disturb, or interrupt any officer of the Council in the proper execution of his duty, or any person or servant of any person employed by the Council in the proper execution of any work in connection with the laying out or maintenance of the pleasure ground.

17. Every person who shall offend against any of these byelaws shall be liable on summary conviction to a fine not exceeding *two pounds*.

18. Every person who shall infringe any byelaw for the regulation of the pleasure ground may be removed therefrom by any officer of the Council, or by any constable, in any one of the several cases hereinafter specified: that is to say—

- (i) Where the infraction of the byelaw is committed within the view of such officer or constable, and the name and residence of the person infringing the byelaw are unknown to and cannot be readily ascertained by such officer or constable;
- (ii) Where the infraction of the byelaw is committed within the view of such officer or constable, and, from the nature of such infraction, or from any other fact of which such officer or constable may have knowledge, or of which he may be credibly informed, there may be reasonable ground for belief that the continuance in the pleasure ground of the person infringing the byelaw may result in another infraction of a byelaw, or that the removal of such person from the pleasure ground is otherwise necessary as a security for the proper use and regulation thereof.

Repeal of byelaws

19. The byelaws relating to the pleasure grounds known as (a) Courtenay Park, The Marsh Recreation Ground and Powderham Park, and (b) Baker's Park, which were made by the Urban District Council of Newton Abbot on the Twentieth day of June, One thousand nine hundred and ten, and were confirmed by the Local Government Board as to (a) on the Tenth day of August, One thousand nine hundred and ten, and as to (b) on the Twenty-sixth day of August, One thousand nine hundred and ten, are hereby repealed.

Given under the Common Seal of the
Newton Abbot Urban District Council
pursuant to a Resolution in that behalf
passed at a Meeting of the said Council
held the Twentieth day of February
One thousand nine hundred and fifty
one.

L.S.

(Signed) P. PROWSE,
Chairman of the Council.

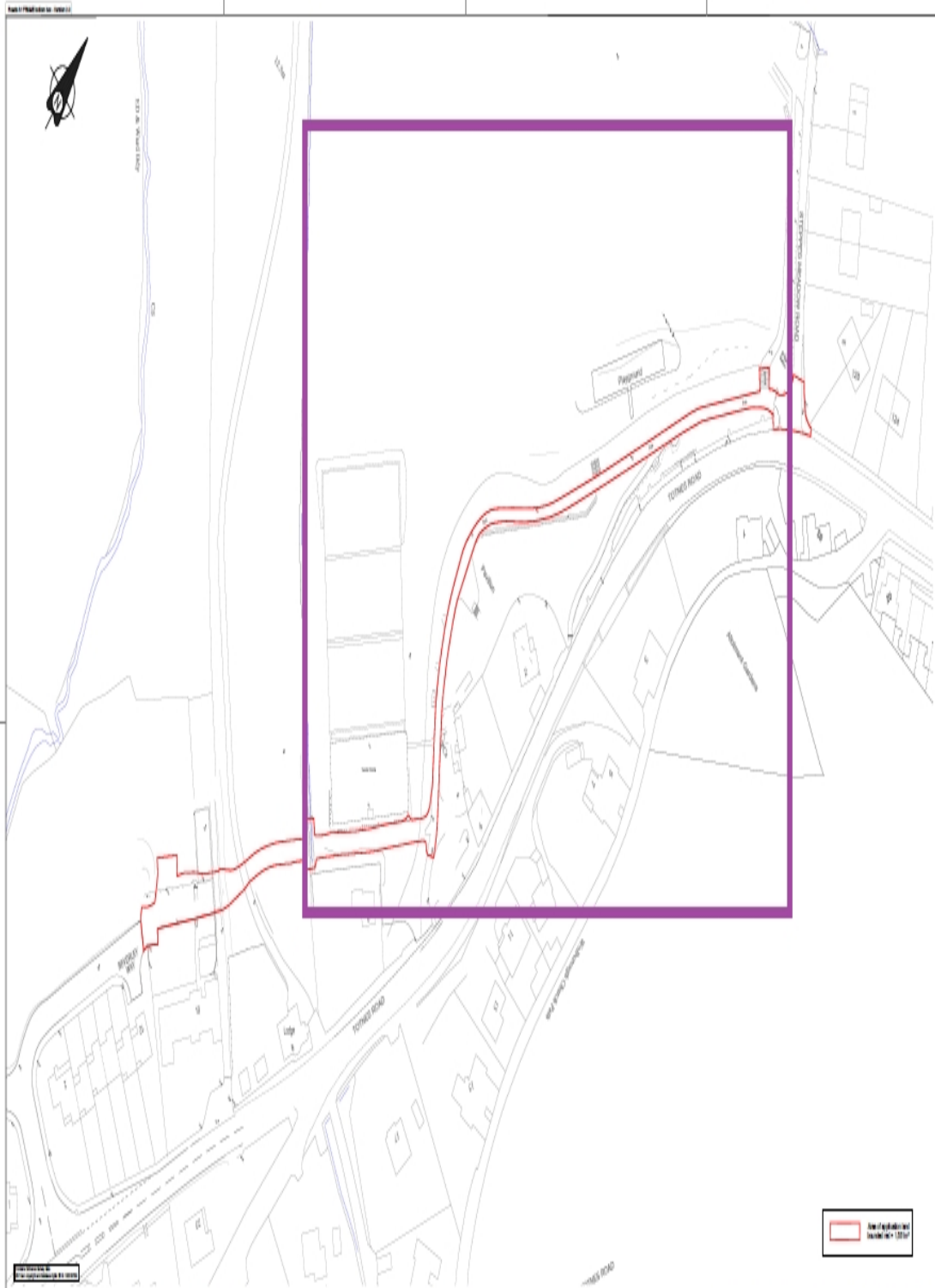
H. EVANS,
Clerk.

I hereby confirm the foregoing
byelaws and fix the date on which
they are to come into operation as
the 1st June, 1951.

L.S.

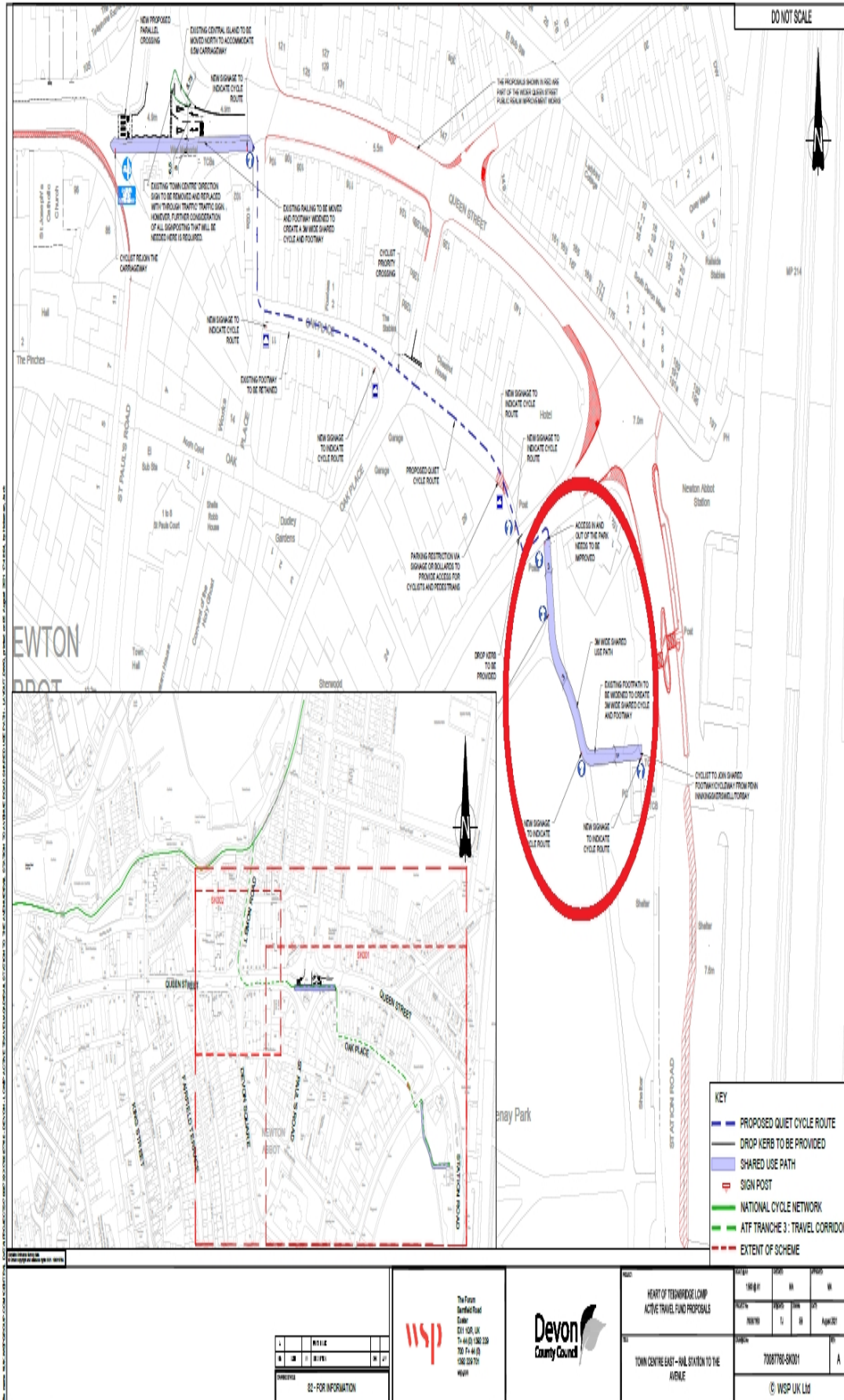
(Signed) J. CHUTER EDE,
One of His Majesty's Principal
Secretaries of State.

Whitehall,
14th April, 1951.



	Engineering Design Group Molford Office County Hall Topham Road Exeter EX2 4QP Tel: 01392 381334 Fax: 01392 381342 exeter@edg.org.uk www.edg.org.uk	OGWELL TO NEWTON ABBOT TOWN CENTRE SHARED CYCLE / PEDESTRIAN PATH	DRAWING TITLE EXISTING SITE WITH PLANNING BOUNDARY	No. of sheets: 01 of: 01	Scale: 1:500	Date: 15/03/15	Drawing No: B13009/15 Rev: A1
				Check made from the drawing to verify that all work is done. The responsibility is accepted when the drawing is used in accordance with the terms of the original proposal or contract.			

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Appendix D

Suggested replacement of Existing Byelaw at Para 5.

The only amendment will be at 5(b)

A person shall not ride any bicycle, tricycle or other similar machine in any part of the pleasure ground except in any part of the ground where there is a right of way for cycles or on a designated route for cycles.

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Equality Impact Assessment



Assessment Of:	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Operational Services	Assessment carried out by: LM
Service Area: Greenspaces	Job Role: Head of Operations
Version / Date Of Sign Off By Director:	

Step 1: What do we want to do?

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the Policy Officer early for advice.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

To replace an existing byelaw that prevents any cycling within most of Newton Abbot's main parks, to enable cycling on dedicated routes only (ie – proper signage and amendable widths). Routes only to be dedicated following standard good-practice review and consideration, to ensure they are useful, safe and acceptable in a local sense.

1.2 Who will the proposal have the potential to affect?

Service users The wider community Teignbridge workforce

1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by your manager.

If 'Yes' complete the rest of this assessment.

Yes **No** [please select]

The dedicated routes are intended to provide improved safety and connectivity for those on-bicycle, particularly those who are uncomfortable cycling on-road. This should facilitate uptake of cycling by a wider demographic of users. For example, the proposed dedicated route via Baker's Park would provide an alternative to the busy, narrow and constrained Totnes Road which forms a barrier to many travelling via bicycle. The proposed dedicated route via the eastern edge of Courtenay Park would provide an alternative to re-joining the Station

Road/Queen Street at the rail station where the shared-use off-road facility abruptly terminates and there is no logical or safe means of re-joining the road.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics (listed in 2.2).

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data - from national research, local data or previous consultations and engagement activities.

Outline whether there are any over or under representation of equality groups within your service - don't forget to benchmark to local population where appropriate.

For workforce / management of change proposals you will need to look at the diversity of the affected team(s) using available evidence such as the employee profile data. Identify any under/over-representation compared with Teignbridge's economically active citizens for age, disability, ethnicity, gender, religion/belief and sexual orientation.

Data / Evidence Source <i>[Include a reference where known]</i>	Summary of what this tells us
Local Cycling & Walking Infrastructure Strategy	Consultation feedback (Heart of Teignbridge)
Ogwell route planning application	Planning responses and permission
Byelaw replacement public consultation	Views on amending the byelaw (to be attained subject to Full Council approval)
Cycle counter data (held/collected by DCC)	User numbers (useful for monitoring purposes)
Teignbridge Cycle Forum (held annually/bi-annually)	Stakeholder feedback on delivery progress and proposals (includes range of users)
Additional comments:	

2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps please state this clearly with a justification.

For workforce related proposals all relevant information on characteristics may need to be sought from HR (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require action to address and identify the information needed.

NA

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this has been of Teignbridge's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to HR for advice on how to consult and engage with employees. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups, trades unions as well as affected staff.

There has been stakeholder and public consultation via the Heart of Teignbridge LCWIP and also via Future High Streets active travel schemes, and the planning application for the Ogwell cycle/shared-route provision. These show overall support for dedicated routes provided in a logical, useful and safe way that offers benefit locally.

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Consultation Officer for help in targeting particular groups.

Further consultation on proposed replacement of byelaw, subject to Full Council approval.
Monitor data counters to access uplift/downturn in usage of routes - level of demand.
Continue to hold Teignbridge Cycle Forum events for local stakeholder feedback and input.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal.

3.1 Does the proposal have any potentially adverse impacts on people on the basis of their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS (highlight any potential issues that might impact **all or many groups**)

There is often some level of conflict between users on shared-use paths. However, this is generally of a low level on dedicated routes that have been well-considered and provided to a good-quality specification for user density. The benefits of safer, off-road connectivity are likely to outweigh this risk. However, further public input will be sought via a specific public consultation on the byelaw replacement proposal, and this will be flagged with key local stakeholders including Newton Abbot Community Transport who form part of the Teignbridge Cycle Forum mailing list.

PROTECTED CHARACTERISTICS

Age: Young People Does your analysis indicate a disproportionate impact? Yes No

Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Increased opportunity for active travel uptake within Newton Abbot.
Mitigations:	
Other group(s) <i>Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Rural/Urban Communities, Homelessness, Digital Exclusion, Access To Transport</i>	
Potential impacts:	
Mitigations:	

3.2 Does the proposal create any benefits for people on the basis of their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

Increased opportunity for active travel uptake within Newton Abbot, with potential for associated wellbeing and environmental benefits.

Step 4: Impact

4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This content should be used as a summary in reports, where this full assessment is included as an appendix.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:

Not aware of any significant negative impacts and will seek further public input via dedicated consultation process to ensure this (subject to the Full Council recommendations being approved). Ensure relevant local stakeholders, such as Newton Abbot Community Transport, are advised directly of the consultation.

Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

Increased opportunity for active travel uptake within Newton Abbot, offering related wellbeing and local environmental outcomes via improved safety for those on-bicycle; reducing a key barrier for many except the most confident riders on-bicycle.

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Public consultation, promotion, & consideration of responses	Estelle Skinner	2022/23

4.3 How will the impact of your proposal and actions be measured?

How will you know if have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective and your approach is still appropriate. Include the timescale for review in your action plan above.

Consideration of public feedback.

Step 5: Review & Sign-Off

EIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek review and feedback from management before requesting it to be signed off. All working drafts of EIAs and final signed-off EIAs should be saved in G:\GLOBAL\EIA. Once signed-off please add the details to the 'EIA Register' of all council EIAs saved in the same directory.

Reviewed by Service Manager:

Yes

No Instead was reviewed by: Instead was reviewed by Fergus Pate

Strategic Leadership Team Sign-Off:

Date:	Date:

Version 1 – March 2021