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Overview and Scrutiny
Town Hall
Castle Circus
Torquay
TQ1 3DR

Dear Member

OVERVIEW AND SCRUTINY BOARD - WEDNESDAY, 14 SEPTEMBER 2016

I am now able to enclose, for consideration at the Overview and Scrutiny Board to be held on Wednesday, 14 September 2016, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
9.	Efficiency Plan	(Pages 123 - 133)
12.	Torbay Development Agency (TDA) Business Plan 2016-2021	(Pages 134 - 153)

(Please note that the press and public are likely to be excluded from the meeting for this consideration of this item. However, the documents attached to this supplement are public documents.)

Yours sincerely

Kate Spencer
Overview and Scrutiny Lead



July September 2016

DRAFT – Efficiency Plan

Meeting Delivering the Ambition, Meeting the Challenge

1 Introduction

Torbay Council's Efficiency Plan has been written in response to the Government's offer of a guaranteed funding envelope for the four year period from April 2016. It sets out how the Council will achieve a sustainable position over the next four years and provides an overview of the existing agreed policies, strategies and plans which, together, are being used to ensure that the Council meets its ambitions for a prosperous and healthy Torbay.

The Council has a stability of direction given that the Corporate Plan covers the period up to the Council elections in May 2019 with the Medium Term Resource Plan and the Transformation Programme providing further detail around the future delivery of services.

2 Corporate Plan

<http://www.torbay.gov.uk/index/yourcouncil/performance/2910-corporate-planfinal.pdf>

To create a Council fit for the challenges of the future there is a focus on creating a prosperous and healthy Torbay.

The Council will look to secure investment in support of the right infrastructure for economic growth whilst working in partnership with important sectors and businesses such as hi tech industries. It will continue to encourage people to start new businesses and accelerate their growth. Working with schools, businesses and other partners, the Council will ensure young people are supported to build their careers within Torbay. [This will build on initiatives already in place such as tSpace and Together 4 Torbay \(T4T\).](#)

Torbay's economic prosperity is dependent on a healthy workforce with economic prosperity itself helping to create healthy communities. The Council will protect its natural environment and encourage its communities to make the most of it attractive and safe open spaces. The Council will take an integrated approach with its partners to ensure that intervention and prevention programmes are successful with the ultimate aim of reducing demand for more costly services.

The Council recognises that it must develop new ways of working and take the opportunity to do things differently. The Council will base everything it does on three main principles:

- Use reducing resources to best effect
- Reduce demand through prevention and innovation
- Take an integrated and joined up approach

The Council will work to maximise efficiencies, ensuring that every pound and every hour of work is well spent. Statutory services will be well defined and managed by a level of risk. Whilst some discretionary services may be stopped, others will be provided differently with greater community support and through more integrated working with our partners, [such as Devon Building Control Partnership.](#) The Council will identify new ways to generate income from its existing resources.

Building on the Council's current approaches of working together, demand for services will be reduced through multi-agency teams working within communities to deliver joined-up services. The Council will create environments and integrated services with individuals and communities being supported to prevent and delay the onset of disability and illness and where people can live independently.

The creation of the Integrated Care Organisation and the Torbay Public Services Trust allows for agencies to pool budgets as well as attracting external investment. The Council's arms length trading company, the TDA, will allow a dynamic and flexible approach to economic development, housing and skills development. The Council will work with other local authorities and partner organisations to seek out further opportunities to deliver services together.

Torbay Council has, along with the other 16 local authorities in the Heart of the South West Devolution Partnership, agreed "in principle" to form a Combined Authority which will enable the Council to-and-play ourits part in a devolution deal with Government for Devon and Somerset. The delivery of the Partnership's Prospectus for Productivity will provide further opportunities for regeneration and investment leading to economic growth for Torbay and the region as a whole.

3 Medium Term Resource Plan

<http://www.torbay.gov.uk/index/yourcouncil/financialservices/budget/mtrp15.doc>

Torbay Council's current Medium Term Resource Plan covers the period until the end of 2019/2020. Having taken into account the income and expenditure estimates based on the assumptions in the Plan, the table below summarises the pressures faced by the Council and as of April 2016 identifies an estimated funding gap of £18.5 million over the Plan period was identified.

As a result of the financial position in the current financial year in both children's and adults social care and the likely ongoing impact of these pressures on the Council's future year budget position it is expected that the current budget "gap" to be met by 2019/2020 is larger than stated in the Medium Term Resource Plan.

The following table summarises the pressures faced by the Council and the income and expenditure assumptions of the Medium Term Resources Plan.

The additional income and the level of reductions that the Council will need to achieve by 2019/2020 is £21.5 million.

Revenue Budget	2015/16 Restated * £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Estimated Sources of Finance (Revenue Support Grant, Business Rate Retention, Council Tax & Collection Fund) **	(110,920)	(109,056)	(105,784)	(105,291)	(105,238)
Net Expenditure budget					
Net expenditure base budget b/f	116,975	110,920	109,056	105,784	105,291
In year movements e.g. pressures, investments and funding changes	5,354	7,419	5,239	4,921	3,900
Adult Social Care 2% Council tax	0	1,089	1,104	1,125	1,148
Less service savings/income	(12,975)	(8,806)	0	0	0
Less 2015/16 One Off expenditure	0	0	(2,790)	0	0
Add 2015/16 savings delayed until 2016/17 – Adult Social Care	1,566	(1,566)	0	0	0
<u>In-year social care pressures</u>			<u>3,000</u>		
Total Net Expenditure budget	110,920	109,056	112,609 115,609	111,830	110,339
Savings required <u>in year</u> to balance budget			(6,825) (9,825)	(6,539)	(5,101)
Total Net expenditure budget after savings	110,920	109,056	105,784	105,291	105,238
Total Savings to be identified for the period of the Plan 2017/18 to 2019/20					(18,465) (21,465)

* Technical change to presentation from 2016/17. Income from Devon Business Rate Retention Pool no longer classified as sources of finance income but service income. Section 31 New Burdens Grant – Business Rates, no longer classified as service income but sources of finance income.

** 2016/17 Revenue Budget identified a funding gap £12.4m this includes the deferred Adult Social Care saving of £1.6m. The balance of £10.8m is reflected as: Service Savings £8.8m, additional source of funding including council tax and NNDR of £1.3m, £0.7m of savings through changing inflation assumptions on both income and expenditure.

For scenario planning purposes, officers have assumed a Council Tax increase of 1.99% per annum for each year of its Medium Term Resource Plan as well as taking advantage of the ability to raise Council Tax by 2% in order to fund adult social care. Any rise in Council Tax would need to be agreed by the Council each year.

Table last updated 19 April 2016

There continues to be an immense challenge to prepare and deliver robust budgets year-on-year which provides the statutory services of the Council as well as those discretionary services which are valued by the community. Over 60% of the Council's net budget is allocated to adult and children's social care and the estimated budget gap needs to be set in the context that the Council faces rising costs, in particular to meet the needs of an increasingly elderly and frail population as well as additional pressures within Children's Services.

However, the findings from two external inspection processes¹ need to be remembered: Torbay Children's Services is well resourced; and Torbay Council is a viable organisation moving forward provided that tough financial decisions are made at pace.

Income

As at April 2016, the Government had confirmed its intention to allow councils to keep 100% of National Non-Domestic Rates (NNDR) income "by the end of the parliament". When that change occurs, it will be fiscally neutral with the current Revenue Support Grant being removed completely (it stood at £27million in 2015/2016), other grant funding is being reduced and more responsibilities are being passed to the Council. Based on these proposed changes, Torbay Council assumes that it will be primarily reliant on

¹ Ofsted Inspection of Services for children in need of help and protection, children looked after and care leavers (January 2016) and LGA Corporate Peer Challenge (December 2015)

Council Tax and NNDR income for its funding, meaning that there is a strong incentive for the Council to plan for and achieve tax base growth.

The Council will maximise the use of the grants currently available to it and will explore all other opportunities for further grant funding such as Social Investment Bonds and Local Sustainable Transport Grants.

The Council receives approximately £20 million from fees and charges and other sources of income. The Plan also assumes a 3% inflationary increase in these fees and charges over the Plan period. However, consideration will be given to all options for income generation whilst taking account of issues such as subsidies to encourage usage and the impact of charges on residents.

Expenditure

There is a continuing financial impact of the service pressures within Children's Services. The service spends more than its statistical neighbours and a reduction in spend is fundamental to the Council achieving a balanced budget over the next four years.

For adult social services, the Council is integrated with the NHS at provider level via an Integrated Care Organisation. The Council is part of a total financial pool for health and care with a Risk Share Agreement in operation with Torbay and South Devon NHS Foundation Trust and the South Devon and Torbay Clinical Commissioning Group. The Council bears a 9% risk share of the total financial position of the Foundation Trust.

In addition to the expected significant increase in the elderly population of Torbay, there will also be general growth in the population by 300 households per year with the consequent pressure on services such as refuse collection, benefits, education, community facilities and transport.

4 Transformation Programme

Achievements so far

As an organisation Torbay Council has experienced significant change in recent years. Transformation has been seen as "business as usual" with changes in service delivery such as:

- **Creation of an Integrated Care Organisation:** Adult Social Care has been delivered through an integrated "care trust" for many years. The NHS reforms and the need for health trusts to become foundation trusts has led to a solution in Torbay whereby the acute Foundation Trust has acquired the Community Trust creating a vertically integrated care organisation which provides community and acute care as well as adult social care. Torbay and South Devon has been recognised as a Pioneer for integrated health and social care.
- **Centralisation of the Connections service:** A centralised Connections service in Paignton Library and Information Centre will provide a community hub for residents alongside services provided by the Council's partners. A range of contact methods will continue including the Council's website and Call Centre with the facility to submit information in support of different application processes in secure document boxes in Torquay and Brixham Libraries.
- **Improved recycling opportunities and the creation of an Energy from Waste plant:** The establishment of the Council's joint venture company, TOR2, ensured that improved recycling options were available to the community. The Council has worked with Devon County Council and Plymouth City Council to create an Energy from Waste facility.

- Replacement of street lanterns with LEDs: Prudential borrowing has been used to replace existing street lanterns with LEDs which provides a cost saving and reduces the Council's carbon emissions.
- Continued investment and regeneration: The landmark development on the site of the former Palm Court Hotel has been completed along with the restoration of Torquay Promenade and Banjo. Torre Abbey has undergone Phase 2 of its restoration and development continues at White Rock Business Park. The South Devon Highway (built in partnership with Devon County Council) has opened and improved Torbay's transport links.
- Joint approaches to complex issues: Over recent years the Council has worked with a range of statutory and non-statutory partners to find innovative solutions to complex problems such as modern slavery, poor quality private rented housing and online safety.

Moving Forward

Torbay Council has established a Transformation Programme which will transform the way the Council delivers services and strengthen the way it engages with customers and partners to improve outcomes for its communities. The Programme (which requires funding for the next three years) will provide best value for money whilst creating a financially sustainable Local Authority. It will also assist in delivering an engaged and empowered workforce.

The Council is also in the process of forming a new Strategic Partnership which will enable the Council to work more effectively with its key partners.

The Transformation Programme is built of a wide range of projects which will meet both the ambitions of the Corporate Plan and the challenges articulated in the Medium Term Resource Plan. It will remain an iterative process and will, inevitably, be subject to regular change.

The Council's principles will underpin each project as the authority looks to maximise its income and reduce its expenditure. The Corporate Plan identifies five areas where it will target its actions with many projects which make up the Transformation Programme sitting within these areas. Corporately, the Council will also deliver projects which will maximise income from investments and services and maximise the amount of local taxation collected while reducing the costs of services through partnership arrangements.

Set out in the following sections are the projects as they stand in July 2016. The savings or income identified will be realised over a three year period. Business Cases for each of the projects are currently being developed and the tables which follow show both the minimum and maximum financial benefit currently expected. (It should be noted that those projects with no financial benefit shown are in the early stages of development with the benefits still to be identified.)

With this in mind, the Council is also exploring other ways of increasing its income or reducing its expenditure in the coming year. The outlines of these proposals are referred to in the sections which follow to allow for engagement with our partners and communities to commence ahead of more definitive formal proposals being published by the Mayor in November 2016 for formal consultation.

Protecting all children and giving them the best start in life

The Children's Services Financial Plan will focus on reducing demand and establishing a stable financial position at a reduced level. The integration of the Children's Services workforce into the Integrated Care Organisation will follow in future years. The Council and Torbay and South Devon NHS Foundation Trust are actively working together to improve the quality and safety of care and are assessing the benefits and risks of integrating the provision of children's social services within the Integrated Care

Organisation. South Devon and Torbay Clinical Commissioning Group continue to be involved in this work to ensure that the service is developed to deliver high quality care for the population.

The broader ambitions to improve the economy will impact positively on improving the life chances of children and families.

An alternative delivery model for Youth Services in Torbay will be implemented which will protect and develop provision for young people. A new strategy for schools and education will be agreed to ensure good outcomes and take account of the Government policy which sets out a changed role of local authorities and schools.

The Council will review how it can best fulfil its responsibilities in relation to providing information, advice and guidance services and home-to-school transport.

Current Transformation Projects

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Transforming Schools and Education		£500,000	
Delivering the Children's Services Financial Plan	£2,000,000	£2,000,000	<u>A fundamental review of Torbay's population of Children Looked After is underway together with the potential for the reductions in the Children's Services Financial Plan to be delivered. Further work is needed to determine a more realistic trajectory.</u>
Creating the Torbay Public Services Trust	£730,000	£730,000	
Creating the Torbay Youth Trust	£86,000	£86,000	
Establishing longer term savings from within Children's Services			Benchmarking and reviewing all departments within Children's Services to see if they can be delivered in a more efficient way
Reviewing the future delivery of Children's Safeguarding			Establishing whether Children's Safeguarding services can be delivered via the Integrated Care Organisation or a separate Trust

Working towards a more prosperous Torbay

Although there remains uncertainty around National Non Domestic Rates (NNDR), the tax base will be increased through economic growth. Alongside this, the rapid delivery of Masterplan projects will create vibrant and attractive town centres whilst also increasing the tax base through the creation of new homes and increased commercial space. The use of Council assets for development will be maximised in order to increase revenue to the Council.

The configuration of services will continue to be reviewed to ensure that they are as efficient as possible, with consideration being given to options such as shared services with other organisations. Management costs will also be kept under review and additional income opportunities identified.

The Council will review how it can reduce its costs associated to the repair, maintenance and disposal of its assets and its other obligations such as flood protection. It will also be reviewing how it can reduce the costs associated with regeneration.

Current Transformation Projects

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Delivering the Masterplans		£250,000	Enhancing Torquay and Paignton while improving the retail and tourism offers. Providing a wider mix of town centre uses, reviewing traffic flows and improving public spaces.
Reviewing our parking services and the creation of a Parking Strategy		£150,000	Creating a parking strategy which provides a fair and consistent approach to the way we manage parking
Maximising the use of our assets	£500,000		Maximising the use of our current assets to generate more income and dispose of those that are surplus
Delivering Business Rate Growth	£50,000		Maximising business growth to, in turn, maximise the amount of National Non-Domestic Rates available within Torbay.
Gaining the benefits from devolution			Working with partners across Devon and Somerset to maximise the benefits to Torbay of devolution to the Heart of the South West.
Exploring options for local levies			Considering the impacts on the economy of the introduction of local levies

Promoting healthy lifestyles across Torbay

Preventive work with vulnerable people and those with complex needs features as a theme in Torbay's Joint Health and Wellbeing Plan, focussing on the cross cutting issues which deliver a "Healthy Torbay". There will be an increase in the pace of working with partner organisations and the voluntary and community sector to deliver services differently, providing better outcomes at lower cost as well as working within objectives of the Sustainability and Transformation Plan on overarching preventative strategies across Devon.

~~The Council will look to secure savings through maximising community resilience. Savings will be realised as the Community Development Trust becomes self-financing.~~ The Council will consider how it can make further efficiencies and changes in service to meet the reducing grant available to Public Health.

Current Transformation Projects

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Transforming public health, including preventing ill-health for vulnerable people and those with complex needs	£150,000	£500,000	
Working in partnership with the voluntary sector to deliver services	£56,000		

Ensuring Torbay remains an attractive and safe place to live and visit

The way in which key community assets such as Torre Abbey, Palace Theatre, libraries and sports facilities operate will be transformed. The provision of public toilets will be reviewed in order to meet the needs of residents and visitors whilst reducing the cost of the service.

The configuration of services will continue to be reviewed to ensure that they are as efficient as possible with consideration being given to options such as shared services with other organisations. Management costs will also be kept under review.

The Council will review how it can reduce the costs associated with the management of its wider estate. The Council will maximise the use sponsorship and grant funding opportunities to provide some recreation and landscape services.

Previous investments in LED street lighting and the Energy from Waste plant will create savings and income from new initiatives such as the Observation Wheel will be improved.

Current Transformation Projects

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Transforming events and cultural activities in Torbay	£143,000		
Transforming Sports and Leisure in Torbay	£271,000	£469,000	Considering whether sports and leisure services can be delivered in a different way (including a review of grants to outside organisations)
Extending the role of Enforcement Officers		£80,000	Reviewing the enforcement pilot for littering to establish if this is effective and could be extended to other areas
Reviewing our Highways Assets		£500,000	
Transforming the provision of Public Toilets	£500,000		Continuing provision of public toilets with different options for service delivery
Reviewing our flower beds and public open spaces	£200,000		Considering how the Council and the community can improve the management of parks and open spaces.
Reviewing the TOR2 Contract		£500,000	Reviewing all services in the existing TOR2 contract to determine if services can be delivered more effectively or efficiently.
Transforming Library Services	£119,000		Considering how the Council can deliver library services in a different way.

Protecting and supporting vulnerable adults

The Council will continue to work with the Integrated Care Organisation and the Clinical Commissioning Group to implement a new model of care with the aim of moving resources from urgent and emergency care settings to community and primary care settings.

Focusing on housing growth will maximise the amount of New Homes Bonus and Council Tax available to the Council. [The Council aims to accelerate the Local Plan housing delivery trajectory and deliver up to 500 extra homes with the town centres of Torbay.](#)

Consideration will be given to reducing accommodation support for vulnerable people.

Current Transformation Projects

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Delivering Integrated Health and Social Care	£2,600,000		
Focusing on Housing Delivery	£900,000 £1,000,000	£1,800,000	Maximising income from housing delivery

Cross-Cutting and Corporate

Corporately the Council will be looking to transform its services to ensure that our communities can access services as they would expect to in the 21st Century. The Council will maximise its income by providing services in the commercial sector, investing to maximise return and ensuring that it collects Council Tax and National Non-Domestic Rates effectively. The Council will make the best use of both its workforce and technology to support the delivery of front line services to its communities.

The configuration of services will continue to be reviewed to ensure that they are as efficient as possible with consideration being given to options such as shared services with other organisations. Management costs will also be kept under review and additional income opportunities identified. Treasury management will be used to maximise the benefits to the Council, the requirements for funding of pension enhancements is reducing and insurance reserves will be kept within the levels identified via the actuarial review.

The fees for audit services will be negotiated to ensure that value for money is being achieved whilst meeting the requirements of legislation and regulations. Consultation ~~is underway will commence~~ on changes to the Council Tax Support Scheme.

Cross-Cutting and Corporate

	Minimum Financial Benefit	Maximum Financial Benefit	Other Benefits and Description
Transforming Customer Contact	£38,000		Making greater use of technology and encouraging customers to “channel shift” to improve customer contact across all Council services
Optimising our income	£500,000		Identifying opportunities to improve fees and charges arrangements and generate commercial income
Creating an investment portfolio	£750,000		Investing to generate a return on the Council’s capital.
Maximising our collection of Council Tax and National-Non Domestic Rates (NNDR)	£750,000	£1,250,000	Ensuring that discounts are applied correctly and collection rates are maximised.
Optimising our borrowing costs (Review of Minimum Revenue Provision)	£100,000		Reviewing the amount that the Council should set aside each year to repay its borrowing
Reviewing our Workforce Planning		£400,000	Reviewing our health at work, sickness management and other terms and conditions
Ensuring the appropriate Corporate Support Services			Reviewing how the Council supports itself to deliver front-line services.
Improving efficiency in our decision making processes			Reviewing the governance arrangements within Torbay Council.
Digitalisation			Transforming the use of digital technology across the Council to enable efficiencies and more streamlined processes.

5 Conclusion

The Council recognises that, as a result of the ongoing challenges the Council has in adult and children's social care, its funding gap has increased since the preparation of its Medium Term Resource Plan. It also recognises that taking the minimum financial benefit from the Transformation Programme as it currently stands will not be enough to meet challenge of the Medium Term Resource Plan. The Council will deliver its ambitions of a prosperous and healthy Torbay and will maintain the pace and scale of change to seek to maximise the financial benefits from its Transformation Programme. Alongside this, it will continue to identify further opportunities for working with others, generating income and reducing costs to ensure its viability going forward.

This Efficiency Plan has been prepared in response to the Government's offer of a Multi-Year Funding Settlement for Council. The Council believes it fulfils the requirement for accepting this deal.

The greater certainty around the Council's funding settlement will bring about opportunities for further savings through the ability to be able to plan for, and invest in, more significant changes to both service provision and the generation of sustainable income sources in future years.

The Council's Efficiency Plan is challenging and ambitious. Its delivery will improve the Council's income and make savings against its expenditure. It will be undertaken in partnership and by an engaged and empowered workforce. Ultimately it will ensure sustainable public services for the community of Torbay.

This Efficiency Plan was approved by the Council at its meeting held on 22 September 2016 and has been published on the Council's website.

Signed: _____

Gordon Oliver
Elected Mayor of Torbay
on behalf of Torbay Council

Signed: _____

Steve Parrock
Chief Executive

Starting or growing your business?

TDA Business can help

Torbay is thriving with new start ups and small businesses. This is thanks to the amount of help and support available. At the TDA we know how challenging starting and growing a business can be.

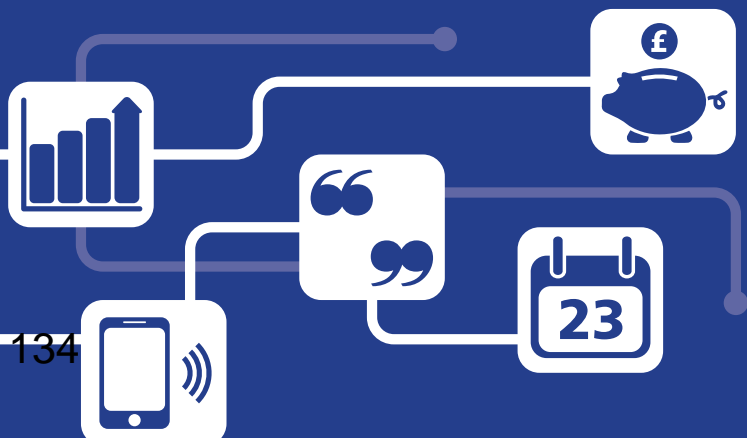
So we have gathered together a toolbox of essential start up and growth advice and support covering issues as varied as funding and finance, through to marketing, networking and mentoring.

Included in our business toolbox are:

- FREE one hour 1-2-1 business diagnostic
- FREE one hour business plan health check
- FREE basic business plan template
- Business advice and guidance
- Business growth plan template
- Complete business plan service
- Interactive workshops covering
 - ◆ Social media
 - ◆ Sales
 - ◆ Marketing
 - ◆ Finance
 - ◆ Exporting

For more details contact TDA Business on 01803 208369.

Visit us online at www.torbaydevelopmentagency.co.uk/business or on Twitter @TorbayTDA.





Performance
Report
for 2013/14

CREATING A LANDSCAPE FOR SUCCESS

Open for Business

ECONOMY, INVESTMENT & ENTERPRISE



Secured nearly £50,000 of funding to deliver Torbay Works, Get Into Hospitality programme and help young people into work.

Delivered the 3rd MTI Conference

bringing together key industry leaders, decision makers and investors from across the South West attracting 40 exhibitors and 450 delegates.

Co-ordinated the delivery of South Devon Enterprise Week

which saw 22 business events delivered to over 500 delegates during Global Enterprise Week.

£1.4 MILLION

Secured from Coastal Communities Fund to develop and deliver an apprenticeship programme, business start up support, asset based community development, helping young women into employment, a new cycle trail and the Work hubs.



£65K

 extra income by delivering a number of government funded business support programmes

including Ready for Business, New Enterprise Allowance, Superfast Business and Start up Loans .

311

businesses

have received start up or growth support.

FUNDING

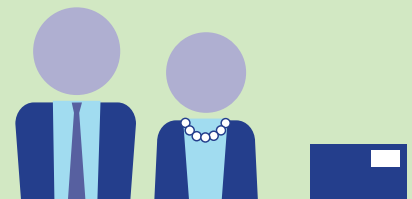
A partnership between TDA and TCCT led to the success of the Green Heart Funding Appeal Bid securing £47,800 Heritage Lottery Funds.



On average, the TDA has received one Inward Investment enquiry a week, 50% of which are in key sectors.

Launched the new South Devon Export Network.

OPEN

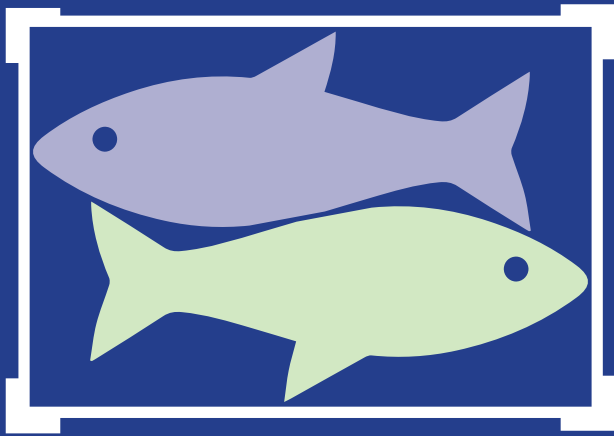


40

 people have set up their own business this year as a direct result of support from the TDA.

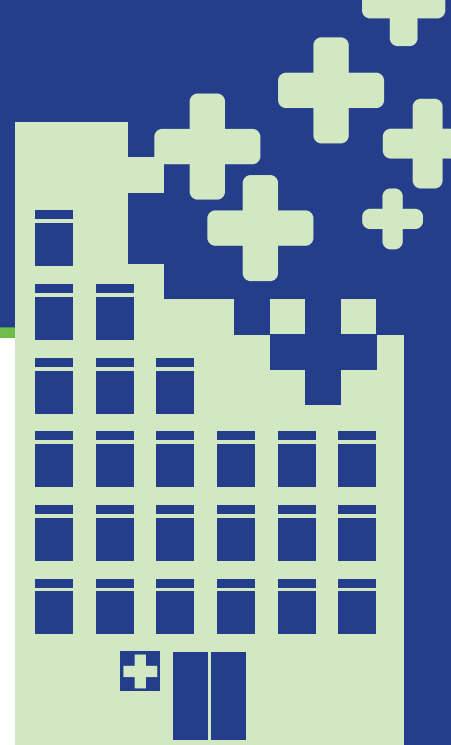
The right skills, the right people

PROPERTY SERVICES



**£3.6
MILLION**

Secured the instruction to project manage the building of a Studio School for South Devon College.

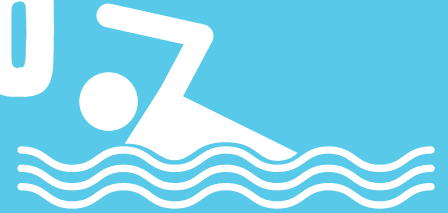


**£1.2
MILLION**

Completed the refurbishment and extension of Salcombe Fish Quay for South Hams on time and to budget.

£600,000

Completed the complete refurbishment of Plainmoor Pool on behalf of Swim Torquay, on time and to budget.



£1 MILLION

Tendered the refurbishment of the Dartmouth Lower Ferry Slipways for South Hams.

Acting on behalf of Torbay Council, negotiated an exchange of contracts for a major supermarket development on the site of the Town Hall Car Park.

Carried out a major package of Condition Surveys for South Hams on their built Estate.

£5 MILLION

Torre Abbey refurbishment

Completed the project management on behalf of Torbay Council on time and budget. The project subsequently went on to win a Trip Advisor Certificate of Excellence and has been nominated for the Considerate Construction National Site Award.

Unlocking the potential of Torbay

HOUSING




194
affordable housing completions from April 2013 – to date.

Award winning flagship development at Beechfield Avenue

Key features include solar and PV panels, triple glazing, very high levels of air tightness and insulation, rainwater harvesting all of which result in extremely low running costs for the residents. The Scheme recently won a Gold award at the What Housing awards for 'the best starter home development'.




102
homes that meet levels 4 and 5 of the Code for Sustainable Homes.



123
homes allowing the frail and elderly to live independently

Extra Care development at Hayes Road (86 units completed this year). Reducing social isolation whilst enabling older people to enjoy a healthier, active and more independent lifestyle in a community that represents a modern alternative to the traditional care or nursing home. The development boasts excellent facilities including a restaurant, salon, cinema, communal lounges, games room and a sensory garden.

Advising our external clients on maximising the outputs from their land assets and the various structures and options available to them.



The redevelopment and regeneration of historic housing sites that involved the demolition of a range of pre fabricated housing that was not only inefficient but of a very poor standard. These were replaced with modern efficient accommodation for local people on low incomes.

100% success rate in achieving residential planning permissions on land owned by Torbay Council

during 2013/14. By grouping sites together and forming one project team has realised some impressive efficiencies which in turn has significantly improved the council's income targets.

The TDA has secured work from both South Hams and Torbay Council to carry out Independent Viability Assessments. This involves assessing the financial viability of a third party's development to determine the level of planning contributions that are chargeable.



The TDA ran a project for Torbay Council which involved working with the community to produce a masterplan for Great Parks phase 2. A successful piece of work that left the community feeling empowered and excited about the prospect of a new community.

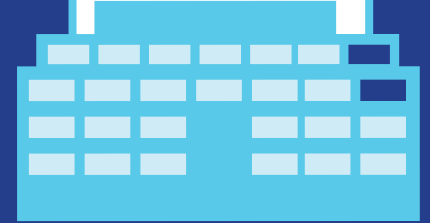
Helping businesses to start up,
develop and grow

INNOVATION CENTRES

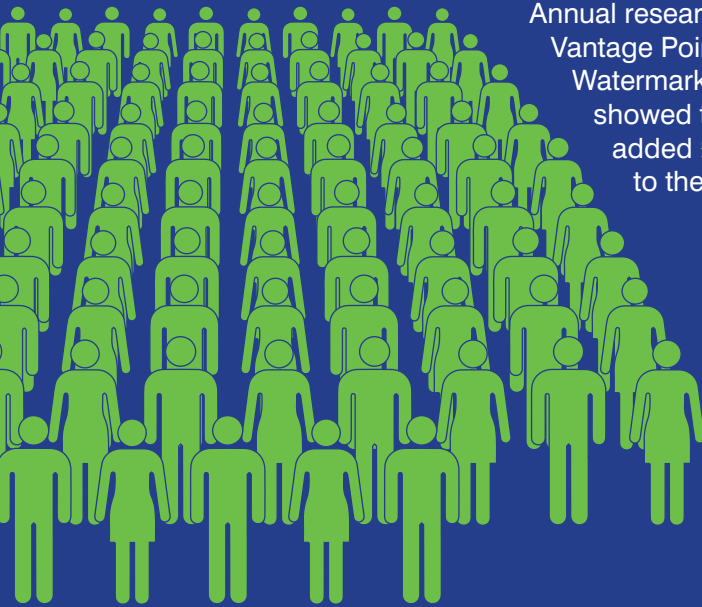
in excess of

90%

occupancy in all
centres during
2013.



Annual research amongst tenants at Vantage Point, Lymington Road, Watermark and Cockington centres showed that our companies had added **£3.65M** turnover and **105 jobs** to their figures from April 2012 - 13.



£52,500

from the European Regional Development Fund, via Communities and local Government, match funded by the TDA to refurbish the Cob Barn at Cockington into 4 craft units for the rougher crafts. This will add to the open studio offer at the Court.



Call centre rapid growth path

My Claim Solved call centre, based at Lymington Road, increased their rapid growth path by employing another 30 staff direct from Torquay Job Centre.



The Harbour Works and Brixham Sea Works

December 2013 saw the Open Days for Torbay's two new workhubs to cater for home-based business owners to encourage adoption of shared workspace for networking, video conference facilities or just sitting on our chesterfield sofa enjoying a cup of bean to cup coffee.



Backing Business in the Bay and beyond

BUSINESS SUPPORT

With partners we won the contract to deliver the European funded Superfast Business project across Devon & Somerset. The project is all about helping business use technology to develop and grow. The Superfast Business project is not just about faster internet connection it's about giving business the opportunities to improve the way they operate. It will boost productivity and streamline the way businesses connect with their customers, staff and suppliers.

Won Operator Contract, Business Support and Property Services Provider for 4 Enterprise Centres in N Somerset. Won the bid against bigger competition. Contract starts April 2014. 7 year contract plus option for another 3 years. Somerset County Council.

Won Operator Contract for the Innovation Suite at the SW Energy Centre. Centre opened in September 2013. We are circa 80% full.

First Class Delivery and Value for Money

FINANCE

Achieved balanced budget whilst managing income to maximise contribution to the key aims of the company.



Accredited as Investors in People for supporting the development and ambition of our staff



Successful audit recording 'High Standard' overall (the top level of standard in the assessment).

For more information about the services Torbay Development Agency provide, visit

www.torbaydevelopmentagency.co.uk

COCKINGTON COURT



Sense the creativity

- Craft studios
- Galleries and shops
- Tea Rooms
- Play area
- Horse and carriage rides
- Manor House
- 460 acre award winning country park and gardens
- Arts and crafts workshops
- Weddings and room hire

Free admission, open daily from 10am

Cockington Court Craft Centre Cockington, Torquay TQ2 6XA
Tel: 01803 607230 Email: info@cockingtoncourt.org www.cockingtoncourt.org

Events 2014

April

20 -21st Easter Activities

June

31st May - 1st June Miss Ivy's Revival and Happily Ever After – Bespoke Wedding Fair

29th Classic Motorcycles at Cockington Court

August

3rd Illyria Outdoor Theatre - 'George's Marvellous Medicine' by Roald Dahl, adapted by David Wood

6th Cockington Fayre

22nd Illyria Outdoor Theatre - 'Robin Hood' adapted by Oliver Gray

October

27th - 31st Cockington Court Halloween Festival

December

7th Christmas at Cockington Court Craft & Food Fayre

For details of activities please see our website www.cockingtoncourt.org

Details correct at time of print, but please visit the website for the most up to date list of events.



HOMEWORKERS, FREELANCERS, SMALL BUSINESSES

Looking for a professional work environment, free from distractions where you only pay for the time you use it?

The Harbour Works in Torquay and Brixham Sea Works, with their elegant interiors and vibrant atmosphere, offer you a place to work, meet, collaborate and co-work.

PACKAGES & PRICES



Visit www.theworkstorbay.com or call 01803 212292 (Torquay) or 01803 851962 (Brixham)





TDA STRATEGIC REVIEW 2014/15

EXECUTIVE SUMMARY



The past twelve months has seen the TDA continue to develop and we are a growing provider of award winning and high quality economic development, asset management, property services and facilities management services to a range of customers.

Throughout 2014 we have attracted new customers and won new contracts allowing the business to grow and maintain our strong track record of success. We are now working across a broader geography including work with district and county councils, supporting the growth of an increasing number of businesses and both efficiently and effectively delivering services that meet our clients' need.

Locally our work is making a real difference to the lives of people living and working within Torbay. Through its strategic and tactical programmes the TDA demonstrates real successes in areas such as job and business creation, winning awards through excellence in quality and service delivery.

This is underlined by achieving the ISO 9001 quality accreditation as well as becoming an Investors in People employer. So as the financial challenges to the public sector loom large the TDA with its record of delivery and our understanding of these challenges is well placed to deliver for its partners and customers in Torbay and elsewhere.

Vince Flower
Chairman

Delivering successes for the TDA to end 2014

735

total number of
existing businesses
supported

This was achieved through:

- Drop-In sessions at TDA sites
- Start-up Programmes
- Business Workshops
- Business Growth programmes
- Export Support 1:1
- Business Support Events

Furthermore, TDA encouraged good networking by organising and staging successful local events such as:

- Manufacturing Forum
- Hi-Tech Forum
- South Devon Export Network
- Business Breakfast sessions

The demonstrable outputs by the TDA of Enterprise Week included:

- 106 people supported to start a business
- 61 new businesses started
- Supported Ministry of Cake to expand into Torbay creating 30 jobs; supporting one further company looking to expand into Torbay potentially creating 12 new jobs
- Supporting 5 local companies with their growth plans with potential to create 57 further new jobs
- Torbay Growth fund has supported 15 companies potentially creating 286 new jobs.

OCTOBER 2014

The TDA hosted one of the South West's biggest technology shows at the Riviera International Conference Centre in Torquay.

Delivering Contracts

The TDA has successfully established a business support service stepping forward to support tenants and a range of businesses in setting up new businesses, developing new services and accessing new markets. We are helping businesses create jobs and wealth.

100 BUSINESSES TO GROW AND INCREASE THEIR COMPETITIVENESS.

Super Fast Business helps businesses discover how to take advantage of using superfast technology through a combination of diagnostic and intensive support.

61 NEW BUSINESSES WERE CREATED IN 2014. THESE BUSINESSES WERE SUPPORTED THROUGH THE FOLLOWING PROGRAMMES:

Ready for Business is a business start up programme designed to help anyone looking to set up their own business. This programme provides a one day workshop exploring what it takes to set up and run your own business complemented with one-to-one support to help develop a business plan.

New Enterprise Allowance supports people on benefits interested in moving into self employment. Through face to face support, clients were helped to develop their business plan and start their business, accessing start up loan finance if required.

Awards



Winning the Enterprising Britain Award 2014

SUPPORT FOR EXPORTING

TDA Property Services

The TDA delivers a wide range of property services and is the supplier of choice for Torbay Council and many South Devon schools. Over the last three years the team has successfully expanded its client base and offers a wide range of services from master planning, project management of new build projects to planned maintenance of buildings including mechanical and electrical services as well as many other related property services.



Torbay Growth Fund

15 companies received grants from Torbay's Growth Fund, delivered by The TDA

286 jobs created across the 3 year lifetime of the award

155 of the 286 jobs have been created to date

£3,500

average investment per job. Despite increased award levels the fund offers very good value for money.

South West Business Centres



The TDA manages a range of property through our South West Business Centres including Lymington Road in Torquay, Vantage Point and the South West Energy Centre in Paignton, alongside the Cockington Court Craft Centre, providing affordable workspace and support services to the local business community. Between April 2013 and end of March 2014, sales turnover of companies based in these Centres grew by £3.59m and they took on 106 jobs.

In 2014 we have successfully grown this area of our business and are proud to be working with Somerset County Council to operate 4 existing Enterprise Centres with 41 light industrial units, totalling 46,000 square feet. Since taking on the contract in April 2014, centre occupancy has increased to 93% and we have assisted a number of higher growth companies with business support and brokerage to Innovation UK's Business Growth Scheme. We have also delivered breakfast networking events in Frome and Dulverton, with more planned for Minehead and Wheddon Cross in Exmoor.

An additional Somerset Enterprise Centre at Highbridge is due to be opened shortly of a new, mixed use development with offices and light industrial units. The light industrial units were reserved 3 months before opening. We will be hosting a major launch event for Highbridge in March 2015.

A new contract with Devon County Council to manage exhibition and retail space in West Devon will begin in Spring 2015.

WORKHUBS OPENED

Following the TDA's success in winning grants to open space for home based businesses The Harbour Works and Brixham Sea Works hubs opened in February 2014 to attract home based and co-working businesses to rent a desk and locker space. Video conferencing, IT equipment, high speed broad band and meeting room space is provided along with business support services.



Affordable housing

The TDA intends to exceed this year's target by delivering 113 new affordable homes for local people. Included in this is the new Extra Care facility for the frail and elderly at Hayes Road in Paignton, enabling residents to live independently while receiving necessary care and support. Communal facilities include a restaurant, hair salon communal lounges and treatment rooms to ensure that quality care is provided as well as reducing social isolation.

Beechfield is a flagship housing development which is recognised locally and nationally by having won a variety of awards. This is testament to the quality of its design, construction and appeal to the local people that want to live there. These include:

- **BEST LARGE DEVELOPMENT** – National Housing Awards
- **RESIDENTIAL DEVELOPMENT OF THE YEAR** – Michelmores Property Awards
- **GOLD AWARD FOR THE BEST STARTER HOME INITIATIVE** – What Housing Awards
- **UK'S TOP 50 AFFORDABLE HOUSING DEVELOPMENTS** – Inside Housing
- **TOP 5 SUSTAINABLE DEVELOPMENTS** – Inside Housing



Independent Viability Advice

£779,000

of additional planning contributions for Torbay Council negotiated and secured by The TDA

3 HISTORIC BUILDINGS

had enhanced design costs secured

£2.3M

of negotiated additional affordable housing

Estate Management

840

leased assets and licenses, including corporate buildings and facilities, of the council's assets successfully managed by the TDA.

£3.2M

envisaged income target from the let estate will continue to improve over time.

100%

success rate with planning applications in 2014/2015 seeing a very successful asset disposal programme.

£1.6M

generated by asset disposal to assist Torbay Council deliver against its capital programme.

ALL TORBAY COUNCIL ASSETS VALUATIONS HAVE BEEN COMPLETED WITHIN THE AGREED TARGET DATE.



Customer Testimonial

Resident and Visitor Services to co-locate with colleagues in TOR2 over in Aspen Way.

Charles Uzzell - Torbay Council Director of Place gave the following feedback:

"I would like to thank you and everyone else that helped make the move happen for your efforts on this one. The team appear to have settled in, in fact if you didn't know they had just moved in you would have assumed there had been there for a long time."


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Awards

In June 2014 the TDA received a Recognition of Exemplary Achievement from the Salix Fund. Torbay Council has consistently appeared in the top 20 on three occasions. This is based around seven key delivery measures.



Successes



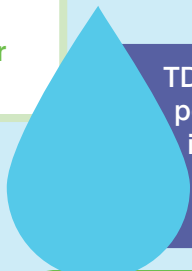
£4.5 MILLION
Barton Primary School extension was completed five weeks early and £200,000 under the original budget.



£3.6 MILLION
For new Devon Studio School on behalf of South Devon College, completed on time and in budget.



The Torbay Velopark construction project for £800,000 was completed on time, despite the worst winter weather on record.



TDA engineers averted a potential major Public Health issue from contaminated drinking water at an outdoor event on Paignton Green.




£2.4 MILLION
estimated lifetime savings from annual savings of over £190,000 due to £650,000 external funding for council energy saving schemes.

Project managed the move of South West Water from Kings Ash House to alternative accommodation at Gallows Gate.

Notable successes include the management of Westlands/Homelands PFI Contract on behalf of Children's Services. This secured an unexpected rebate of £60,000 from the facilities management contractor.

The Office Rationalisation Project also successfully moved and managed 4 Council teams from various locations around Torbay.

Inward Investment



Investment by the Torbay Growth Fund is supporting 3 inward investment opportunities for Torbay, most notably with the Ministry of Cake. The fund has been a crucial part of the support package which has encouraged these large organisations to explore the Bay as a new location. Without this there is a strong likelihood these enquiries would not have



In addition the fund has formed an invaluable part of the inward investment offer for Torbay, securing interest from a number of large employers in key sectors. The fund has undoubtedly been central to the thinking of the companies who have chosen to relocate to Torbay.

A lead generation campaign targeted at the US market has to date has generated 18 leads with 2 potential opportunities.

Winning External Funding



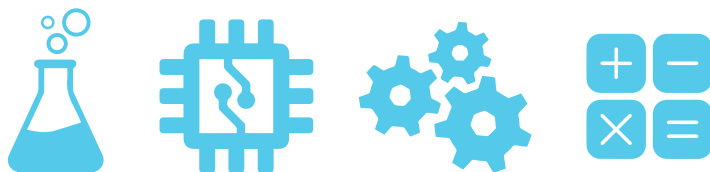
Torbay Skills Platform for Advice on Careers and Employment

tSpace phase 1 (JCP £32,000/NAS £35,000)

Funding was secured to develop an online portal to help young people access support on their career options. Phase 1 focussed on the development of the portal which provides a range of useful services to help prepare young people for the world of work. This early phase also saw the creation of 80 new apprenticeships.

tSpace phase 2 (Transformational Challenge Award £37,000)

Building on the success of phase 1, phase 2 seeks to develop a mobile app, school programme and an online vacancy board which will further grow the accessibility and usage of the portal.



Manufacturing Challenge Award (£40,000)

The Manufacturing Challenge pilot project is a series of manufacturing focussed activities designed to inspire, motivate and engage school pupils in STEM (Science, Technology, Engineering and Mathematics) learning from primary school, through secondary school into further education and beyond. The project will bring schools and employers together to develop a new programme of engagement to stimulate and challenge young minds and prepare them for a future in manufacturing. This award has not been publically announced as yet.

Growth Deal 2 (£3,000,000)

This funding will help Torbay realise it's ambition in developing a new 30-40,000 sq ft Electronics and Photonics Innovation Centre (EPIC) to support the growth of the local high tech cluster. EPIC will foster the commercial development of emerging ideas by bringing together businesses, scientists and engineers together in one space. The project will create up to 220 new jobs.



National Apprenticeship Week

National Apprenticeship Week/ Promotion of Apprenticeships (NAS £3,425)

The tSpace portal was launched during National Apprenticeship Week in June and a range of events were held to raise awareness of the portal and promote the benefits of Apprenticeships.



South Devon Enterprise Network

The Export Network ran 4 events throughout 2014 exploring trading opportunities in Hungary, Netherlands, Russia and Canada. The Network was recognised through the Enterprising Britain Awards 2014. It also hosted the Hungarian Ambassador.



Coastal Communities Fund (£1,575,000)

In addition to supporting the development of the EPIC, this funding will enable Torbay to add 4 further key events to the tourism calendar as well as creating a new project which will support the development of the high street through pop up shops and business support direct to retailers.



Schools Capital Programme

THE NEW PROJECTS COMMISSIONED INCLUDE:

Torbay School development/relocation (£3m)

Furzeham Refurbishment Phase 2 (£0.6m)

Ellacombe Expansion (£0.5m)

STARTS ON SITE:

Cockington expansion (£3.5m)

White Rock expansion (£3.5m)

St Margaret Clitherow expansion (£0.6m)

COMPLETIONS:

Hillside development for PRU (£120k)

Barton Academy Remodelling (£4.5m)

Torre Expansion (£1.2m)

Roselands expansion (£0.7m)

Furzeham Refurbishment Phase 1 (£150k)

CAPITAL FUNDING 2014/15:

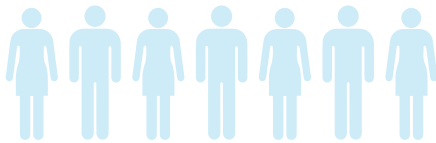
Basic Need allocation £1,010,706

Local Authority Capital Maintenance allocation £630,298

UFSM capital allocation £121,738

Devolved Formula Capital £273,992.

70



Number of new primary places provided for Reception September 2014 (30 in Torquay/ 30 in Paignton and 10 in Brixham).

THE UNIVERSAL INFANT
FREE SCHOOL MEALS
(UFSM) PLEDGE HAS MEANT
THAT ALL SCHOOLS WERE
FULLY COMPLIANT BY
SEPTEMBER 2014.

Regeneration

A PLANNING APPLICATION HAS BEEN SUBMITTED FOR THE PAVILION AND MARINA CAR PARK REDEVELOPMENT PROJECT.

A PLANNING APPLICATION HAS BEEN SUBMITTED FOR THE REGENERATION PROJECT ON TORWOOD STREET.

IN 2014/15 ABBEY SANDS WAS COMPLETED AND OPENED FOR BUSINESS.

Facilities Management

1,397

**CALLS DEALT WITH BY THE
HELPDESK IN 2014/15 MEETING
ALL PERFORMANCE INDICATORS.**

The Facilities Management (FM) team provide a building management service to incorporate all of the corporate buildings within Torbay (Torquay Town Hall, Tor Hill House, Paignton Library, Parkfield House, Abbey Road and Link). The service is managed through an automated helpdesk system where all calls are logged and recorded.

100%

of emergency calls handled satisfactorily. Through ongoing training the TDA have incorporated plumbing, risk assessment, health & safety producing savings of £10,000 for the Council.

PLEASE SEE BELOW A QUOTE RECEIVED RECENTLY IN AN EMAIL FROM A PARKFIELD RESIDENT 9.12.14

“Other residents have also commented on the improvement and we are now... awaiting the completion of the work being done to the garden and grounds.”



“Thank you so much for listening to us and thank you also for the difference you have made to our daily lives. I know all these things take time and you have proved that it’s all worth it in the end.”

Conclusion

The work TDA carries out supports, develops and helps organisations deliver and businesses in the South West grow.

Over the coming 2-3 years, the key challenges for TDA will be to support regeneration of the South West and continue to grow as a leading influencer of job creation and provider of high quality professional services across the region.

COCKINGTON COURT

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www.cockingtoncourt.org



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Torquay Work Hubs
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THE BRIXHAMSEA WORKS
Brixham Work Hubs
01803 851962

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- Workhub space in Torquay and Brixham
- Networking
- Free business advice
- Free WiFi
- Video conferencing, printing and meeting rooms

FROM £10 PER DAY

www.theworkstorbay.com



Starting or growing your business?

TDA Business can help

The South West region is thriving with new start ups and small businesses. This is thanks to the amount of help and support available. At the TDA we know how challenging starting and growing a business can be.

So we have gathered together a toolbox of essential start up and growth advice and support covering issues as varied as funding and finance, through to marketing, networking and mentoring.

Included in our business toolbox are:

- FREE one hour 1-2-1 business diagnostic
- FREE one hour business plan health check
- FREE basic business plan template
- Business advice and guidance
- Business growth plan template
- Complete business plan service
- Interactive workshops covering
 - ◆ Social media
 - ◆ Sales
 - ◆ Marketing
 - ◆ Finance
 - ◆ Exporting

For more details contact TDA Business on 01803 208369.

Visit us online at www.torbaydevelopmentagency.co.uk/business or on Twitter @TorbayTDA.