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Tuesday, 16 September 2014

Meeting of the Council

Dear Member

I am pleased to invite you to attend a meeting of Torbay Council which will be held in **Rosetor Room, Riviera International Conference Centre, Chestnut Avenue, Torquay, TQ2 5LZ** on **Thursday, 25 September 2014** commencing at **2.00 pm**

The items to be discussed at this meeting are attached.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Steve Parrock'.

Steve Parrock
Executive Director of Finance and Operations

(All members are summoned to attend the meeting of the Council in accordance with the requirements of the Local Government Act 1972 and Standing Orders A5.)

Working for a healthy, prosperous and happy Bay

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

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www.torbay.gov.uk

Meeting of the Council Agenda

1. **Opening of meeting**

2. **Apologies for absence**

3. **Minutes**

To confirm as a correct record the minutes of the meeting of the Council held on 17 July 2014.

(Pages 1 - 18)

4. **Declarations of interests**

(a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

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

5. **Communications**

To receive any communications or announcements from the Chairman, the Mayor, the Overview and Scrutiny Co-ordinator or the Executive Director of Operations and Finance.

6. **Members' questions**

To respond to the submitted questions asked under Standing Order A13:

(Page 19)

7. **Notice of motions**

To consider the attached motions, notice of which has been given in accordance with Standing Order A14 by the members indicated.

- (a) Notice of Motion - Lease for the Pavilion, MDL Car Park and Cary Green (Mayoral) (Page 20)
- (b) Notice of Motion - Solar Schools Motion (Pages 21 - 22)
8. **Torbay Children and Young People's Plan 2014-19** (Pages 23 - 36)
To consider the submitted Children and Young People's Plan 2014-19 which sets out priorities and direction of travel for the next five years.
9. **Adoption Agency Activity Report** (Pages 37 - 43)
To consider the submitted report setting out the adoption agency activities between 1st April 2013 to 31st March 2014.
10. **Children's Service 5 year funding strategy** (Pages 44 - 67)
To consider a report setting out challenges and increased demands Torbay Council Children's Services have faced over the last few years.
11. **Disposal of Real Estate Assets (Mayoral Decision)** (Pages 68 - 85)
To consider the recommendations relating to the disposal of 2 unused assets to create capital and cost savings.
12. **Time to Change (Mayoral Decision)** (Pages 86 - 94)
To consider the submitted report which aims to increase the awareness of mental health issues.
13. **Cultural Strategy** (Pages 95 - 146)
To consider a report on a Cultural Strategy for Torbay.
14. **Freedom of the Borough**
To consider extending the Freedom of the Borough accorded to HMS Torbay.
15. **Capital Investment Plan Update - 2014/15 Quarter 1** (Pages 147 - 159)
To consider the first Capital Monitoring report for 2014/15 under the Authority's agreed budget monitoring procedures which provides high-level information on capital expenditure and funding for the year compared with the latest budget position as reported to Council in February 2014.
16. **Revenue Budget Monitoring 2014/15 - Quarter 1** (Pages 160 - 180)
To consider the submitted budget monitoring report.
17. **Adjournment**
To consider adjourning the meeting until 5:30 p.m.
18. **Petitions**
To receive petitions and any oral representations from the public in accordance with Standing Order A12 as set out below:-

- (a) Petition requesting a covenant protecting Churston Gold course from development
Approximately 2000 signatures. In accordance with Standing Orders the petition will be considered at this meeting.
- (b) Petition to save Churston Library
Approximately 2000 signatures. In accordance with Standing Orders the petition will be considered at this meeting.
- (c) Petition - Meadfoot Beach Clean Up
(Approximately 52 e-signatures and 76 written signatures). At the request of the petitioner organiser this petition will be presented to the meeting.
- (d) Petitions - (i) Land rear of Rocombe Close and (ii) public space behind Barradon Close, Rocombe Close and Swedwell Road
Petition (i), approximately 30 signatures. At the request of the petitioner organiser this petition will be presented to the meeting.

Petition (ii), approximately 96 signatures. At the request of the petitioner organiser this petition will be presented to the meeting.

19. **Saving Proposals 2015/2016** (Pages 181 - 183)
To consider a report setting out the Mayor's draft savings proposals for 2015/2016 which, if approved, would form the basis of the budget which the Council will be asked to approve in February 2015.

Saving Proposals Document

Members are requested to bring their copy of the Saving Proposals Towards the 2015/16 Revenue Budget, circulated on Friday 12 September 2014 to the meeting.

20. **Proposal to Develop a Tourism Business Improvement District** (Pages 184 - 190)
To consider the submitted report on a proposal to develop a tourism business improvement district.

Note

An audio recording of this meeting will normally be available at www.torbay.gov.uk within 48 hours.



Minutes of the Council

17 July 2014

-: Present :-

Chairwoman of the Council (Councillor Barnby) (In the Chair)
Vice-Chairman of the Council (Councillor Hill)

The Mayor of Torbay (Mayor Oliver)

Councillors Addis, Amil, Baldrey, Bent, Brooksbank, Butt, Cowell, Davies, Darling, Doggett, Excell, Faulkner (A), Faulkner (J), Hernandez, Hytche, James, Kingscote, Lewis, McPhail, Mills, Morey, Parrott, Pentney, Pountney, Pritchard, Richards, Scouler, Stockman, Stocks, Stringer, Thomas (D), Thomas (J) and Tyerman

28 Opening of meeting

The meeting was opened with a prayer.

29 Apologies for absence

Apologies for absence were received from Councillor Ellery. The Monitoring Officer also advised that Councillors Hernandez, James, Kingscote and Stockman would be joining the meeting after the adjournment.

(Note: Councillors Morey and Stockman arrived during consideration of Minute 35; Councillor Hytche arrived during consideration of Minute 36; and Councillor James arrived during consideration of Minute 39).

30 Minutes

The Minutes of the Annual Council and Adjourned Annual Council meetings held on 30 April and 1 May 2014 were confirmed as a correct record and signed by the Chairwoman.

31 Declarations of interests

Councillor Excell declared a non-pecuniary interest in Minute 47 as he owned shops and flats in Torre 201 - 203 and was Chairman of Torre Traders.

32 Communications

The Chairwoman:

- (i) read a statement on behalf of Councillor Pentney advising of her recent diagnosis of motor neurone disease; and
- (ii) announced that a Civic Garden Party had been arranged for Sunday 7 September 2014 at 3.00 pm to be held at the Spanish Barn, Torre Abbey, Torquay. The event aimed to bring together those individuals and organisations who make a valued contribution to the community, to recognise and celebrate their work and also to promote the Chairwoman's charities.

The Mayor:

- (i) highlighted a successful investment package of £7 million which had been secured for Torbay as part of a £270 million wider sub regional bid submitted by the Heart of the South West Local Enterprise Growth Deal. The Mayor advised this funding would include assisting with infrastructure improvements across Torbay including road junction improvements at the Torquay Gateway; Torquay Town Centre access; delivery of a new railway station at Edginswell; and a loan to Galliford Try and Linden homes to accelerate delivery of the new housing scheme at White Rock. The Mayor welcomed the confidence that the Government had shown in the work of the Heart of the South West Partnerships and our economic strategy and congratulated the team for their hard work in putting forward these plans; and
- (ii) advised that the latest unemployment figures showed that, since May 2011, the percentage of people claiming job seekers allowance in Torbay had reduced by 1.6% to 2.7% which was at a faster rate than the English average. The Mayor was pleased to announce that this showed a positive trend and reflected the achievements that had been made to improve Torbay's economy and further reflected business confidence in Torbay's growth.

33 Order of Business

In accordance with Standing Order A7.2 in relation to Council meetings, the order of business was varied to enable agenda Item 7 (a) (Notice of Motion – Budget Proposals) to be considered after Item 22 (Covenant Protecting Babbacombe Downs Against Development); Item 8 (Submission of the Torbay Local Plan to the Secretary of State) after Item 15 (Composition and Constitution of the Executive and Delegations of functions); Item 19 (Torquay Waterside Regeneration – the Pavilion, Marina Car Park and Cary Green) to be taken prior to Item 17 (Petitions); and Item 6 (Members' questions) to be considered at end of the meeting.

34 Notice of Motion - Motor Neurone Disease Charter (Mayoral)

Members considered a motion in relation to the Motor Neurone Disease Charter, notice of which was given in accordance with Standing Order A14.

It was proposed by Councillor Parrott and seconded by Councillor Amil:

That this Council adopts the Motor Neurone Disease (MND) charter and thereby supports achieving quality of life, dignity and respect for people with MND and their carers.

The Charter:

1. People with MND have the right to an early diagnosis and information.
2. People with MND have the right to access quality care and treatments.
3. People with MND have the right to be treated as individuals and with dignity and respect.
4. People with MND have the right to maximise their quality of life.
5. Carers of people with MND have the right to be valued, respected, listened to and well supported.

In accordance with Standing Order A14.3(a), the motion stood referred to the Mayor. The Mayor advised he would accept the motion and the record of his decision is attached to these Minutes.

35 Energy and Climate Change Strategy 2014-2019

The Council considered the submitted report setting out the Energy and Climate Change Strategy 2014 to 2019. The Strategy set out the energy and climate change challenges for Torbay and how these could be addressed with an overarching aim of securing economic prosperity and increasing social and environmental benefits by reducing carbon emissions. It was noted that the Overview and Scrutiny Board's recommendations of adopting an action plan to underpin the Strategy had been incorporated.

It was proposed by Councillor Thomas (D) and seconded by Councillor Baldrey:

that the Energy and Climate Change Strategy 2014-2019 for Torbay and Action Plan as set out in Appendix 1 of the submitted report be approved.

On being put to the vote, the motion was declared carried (unanimous).

36 Adult Social Care - Local Account

Members considered the submitted report setting out the third Local Account for Adult Social Care. The Local Account highlighted what had been achieved for local people in relation to adult social care, details of the multi agency approach to adult safeguarding, the level of performance for the last financial year and commitment to future service delivery.

It was proposed by Councillor Scouler and seconded by Councillor Lewis:

that, subject to any additional recommendations from the Mayor and Group Leaders, the Local Account in Appendix 1 of the submitted report which sets out performance for 2013-14 and sets out intentions for the Annual Strategic Agreement for services for 2015-16 be approved; and that the multi agency safeguarding report, set out in Appendix 2 of the submitted report, be approved.

On being put to the vote, the motion was declared carried.

37 Community Safety Commercial Team Service Plan 2014-15

The Council considered the submitted report which included the Commercial Team Service Plan, the Food Safety Service Plan and the Policy on the Protection of Children in relation to Tobacco Sales and Other Age Restricted Goods.

It was proposed by Councillor Excell and seconded by Councillor Hytche:

- (i) that the Statutory Food Safety Service Plan as set out in Appendix 1A of the submitted report be approved;
- (ii) that the Policy on the Protection of Children in relation to Tobacco Sales and Other Age Restricted Goods as set out in submitted report Appendix 1C of the submitted report be approved; and
- (iii) that the overall work plan of the Commercial Team for 2014/15 be noted.

On being put to the vote, the motion was declared carried (unanimous).

38 Capital Investment Plan Update (Outturn 2013/14) - subject to Audit

Members noted the submitted report on the Capital Investment Plan and outturn position for the Council's capital expenditure and income.

39 Provisional Revenue Outturn 2013/14 - Subject to Audit

The Council considered the submitted report on the provisional revenue outturn for 2013/2014 which provided a summary of the Council's expenditure throughout the financial year and recommendations on the use of any uncommitted resources.

It was proposed by the Mayor and seconded by Councillor Thomas (D):

- (i) that £0.8m of restructuring costs are funded from the available resources identified at outturn to protect the Council's Comprehensive Spending Review reserve – paragraph 4.3 of the submitted report;
- (ii) that a sum of £0.350m is approved as carry forwards into 2014/15 for Crisis Support Fund and Hardship Fund - paragraph 4.15 to 4.17 of the submitted report; and
- (iii) that members note that the transfers outlined in (i) to (ii) above are subject to the final audit of the Council's accounts.

On being put to the vote, the motion was declared carried.

40 Urgent Decision taken by the Executive Director of Operations and Finance under the Officer Scheme of Delegation

The Council noted the submitted report.

41 Composition and Constitution of the Executive and Delegation of Functions

Members noted the submitted report which provided details of changes made by the Mayor to his Executive.

42 Submission of the Torbay Local Plan to the Secretary of State

The Council received the submitted report setting out the new Torbay Local Plan (a Landscape for Success) for submission to the Secretary of State as the final stage of preparation of the new plan. A revised officer recommendation had been circulated prior to the meeting.

It was proposed by Councillor Thomas (D) and seconded by Councillor Cowell:

that in order to progress the Torbay Local Plan, the Council is recommended to agree the following actions:

- a) the Proposed Submission Plan be submitted formally to the Secretary of State for Independent Examination by the Planning Inspectorate;
- b) the Senior Service Manager for Strategic Planning and Implementation, in consultation with the Director of Place and the Executive Member for

Strategic Planning, Housing and Energy, be authorised to agree minor editorial changes to the Proposed Submission Plan for submission to PINS;

- c) the Senior Service Manager for Strategic Planning and Implementation be given delegated powers to agree amendments to policy and related matters with the appointed Planning Inspector to facilitate the timely progression of the Independent Examination; and
- d) the Senior Service Manager for Strategic Planning and Implementation keep Members briefed on the evolving Examination timescales, and any issues emerging from the Planning Inspectorate's initial assessment of the Submission Plan.

On being put to the vote, the motion was declared carried.

43 Adjournment

At this juncture, the meeting was adjourned until 6.00 pm on Thursday 17 July 2014.

44 Torquay Waterside Regeneration - the Pavilion, Marina Car Park and Cary Green (Mayoral)

The Chairwoman announced that, following the publication of the agenda, the submitted report had been withdrawn.

45 Petition for the return of street lighting at night in Eden Vale Road

In accordance with Standing Order A12, the Council received a petition requesting the return of street lighting at night in Eden Vale Road (approximately 73 signatures).

At the invitation of the Chairwoman, Mr McGonigle, addressed the Council in relation to the petition. The Chairwoman advised that the petition would be referred to the Group Service Manager, Streetscene and Place, Patrick Carney for consideration in consultation with the Executive Lead for Safer Communities, Highways, Environment and Sport.

46 Petition against development of hotel and apartments next to the Pavilion & Marina Car Park on Torquay Harbourside, incorporating Cary Green as their car park

In accordance with Standing Order A12, the Council received the petition against development of a hotel and apartments next to the Pavilion and Marina Car Park on Torquay Harbourside, incorporating Cary Green as their car park (approximately 1,095 signatures).

At the invitation of the Chairwoman, Mr Griffey and Mr Short addressed the Council.

The Chairwoman advised that, under the Council's Petition Scheme, as the petition had reached the 1,000 signature threshold it was subject to debate by the Council.

It was proposed by Councillor Pritchard and seconded by Councillor Amil:

that the petition be noted and no further action be taken at this stage.

An amendment was proposed by Councillor Parrott and seconded by Councillor Darling:

that the Chief Executive of Torbay Development Agency take the matter away to see if he can get improved best value for the residents of the Bay and that he returns to Council on 25 September 2014 with his proposals for consideration.

In accordance with Standing Order A19.4, a recorded vote was taken on the amendment. The voting was taken by roll call as follows: For: Councillors Cowell, Darling, Davies, Doggett, Faulkner (J), James, Parrott, Pountney and Stocks (9); Against: The Mayor, Amil, Barnby, Bent, Butt, Hernandez, Hill, Hytche, Lewis, Mills, Pritchard, Richards, Scouler, Thomas (D) and Thomas (J) (15); Abstain: Addis, Baldrey, Brooksbank, Excell, Faulkner (A), Kingscote, McPhail, Morey, Pentney, Stockman, Stringer and Tyerman (12); and Absent: Councillor Ellery (1). Therefore, the amendment was declared lost.

The original motion was then put to the vote and declared carried.

47 Public Question - Traffic Routes

In accordance with Standing Order A24, the Council heard from Mr Lang who had submitted a statement and question in relation to traffic routes to Torquay Town Centre. The Executive Lead for Strategic Planning, Housing and Energy and Environmental Policy responded to the statement and question that had been put forward, plus a supplementary question asked by Mr Lang.

48 Public Question - Council's Tall Buildings Strategy, Heritage Strategy and Green Space Protection in relation to Cary Green

In accordance with Standing Order A24, the Council heard from Ms McPhail who had submitted a question in relation to the Council's Tall Buildings Strategy, Heritage Strategy and green space protection in relation to Cary Green, Torquay. The Executive Lead for Strategic Planning, Housing and Energy and Environmental Policy responded to the statement and question that had been put forward.

49 Public Question - Development at Cary Green

In accordance with Standing Order A24, the Council heard from Mr Griffey who had submitted a question in relation to the development at Cary Green, Torquay. The Executive Lead for Strategic Planning, Housing and Energy and Environmental Policy responded to the statement and question that had been put forward, plus a supplementary question asked by Mr Griffey.

50 Clennon Valley Sport and Leisure Regeneration Procurement (Mayoral)

The Council made the following recommendation to the Mayor:

It was proposed by Councillor Excell and seconded by Councillor Cowell:

that Moirai Capital Investment Ltd (MCI Ltd) as the preferred bidder for the sport and leisure improvements at Clennon Valley and Goodrington be rejected.

On being put to the vote, the motion was declared carried (unanimous).

The Mayor considered the recommendation of the Council, as set out above, at the meeting and a record of his decision, together with further information, is attached to these Minutes.

51 Corporate Parents Annual Report (Mayoral)

The Council made the following recommendation to the Mayor:

It was proposed by Councillor Pritchard and seconded by Councillor Lewis:

that Members recognise Corporate Parents' Groups and their role as Corporate Parents, support the work of both the Officers and Members, attend recommended training, increase their efforts to attend events to support Looked after Children and specifically approve:-

- the pledge to Children in Care
- the action plan attached to the submitted report

On being put to the vote, the motion was declared carried (unanimous).

The Mayor considered the recommendation of the Council, as set out above, at the meeting and a record of his decision, together with further information, is attached to these Minutes.

52 Covenant Protecting Babbacombe Downs Against Development (Mayoral)

The Council made the following recommendation to the Mayor:

It was proposed by Councillor Thomas (D) and seconded by Councillor Addis:

that the Council considers entering into a deed covenanting with the residents of St Marychurch Ward as follows:-

‘Torbay Council covenants with all inhabitants of the ward of St Marychurch that for a period of 100 years beginning on the date of this deed it will not on the land shown edged red on the plan attached erect or permit the erection of any permanent structure without any such proposal first obtaining the majority of votes in a referendum of the persons who at the day of the referendum would be entitled to vote as electors at an election of councillors for St Marychurch Ward and are registered as local government electors at an address within this Ward. For the purpose of this covenant ‘permanent structure’ shall mean any structure intended to remain on the land for a period greater than 3 months. This covenant shall not apply to the installation, construction or renewal (whether by statutory undertakers or otherwise) of any media for the supply or removal, electricity, gas, water, sewage, energy, telecommunications, data and all other services and utilities and all structures, machinery and equipment ancillary to those media/or to the installation of street furniture.’

On being put to the vote, the motion was declared carried.

The Mayor considered the recommendation of the Council, as set out above, at the meeting and a record of his decision, together with further information, is attached to these Minutes.

53 Notice of Motion - Budget Proposals (Mayoral)

Members considered a motion in relation to budget proposals, notice of which was given in accordance with Standing Order A14 by Councillors Cowell and Ellery.

It was proposed by Councillor Cowell and seconded by Councillor Morey (in the absence of Councillor Ellery):

this Council notes the continuing budgetary pressures placed upon the authority by the Government’s disproportionate cuts to local government spending.

Council also notes that a further £3.8 million of cuts are currently being identified for the year 2015-16.

Given that there will be an estimated £10 million cut to Torbay Council’s budget in 2016-17, Council requests that the Mayor sets out proposed spending areas to be considered for that financial year as part of his September budget.

Council recognises that service providers and users will need as much time as possible to identify alternative delivery methods and in so doing avoid

unnecessary stress and anxiety as was evident during the recent budget process.

In accordance with Standing Order A14.3(a), the motion stood referred to the Mayor. The Mayor rejected the motion as the proposal related to the 2016/17 financial year, therefore no judgement could be made on spending until the outcome of the elections in 2015 and any resulting changes to funding for local government by a new Government was known.

54 Members' questions

Members received a paper detailing the questions, as attached to the agenda, notice of which had been given in accordance with Standing Order A13. The Chairwoman had accepted an urgent question under Standing Order A13.2(ii) which was circulated prior to the meeting.

The Chairwoman advised that question 1 would be taken in two parts as Councillor Thomas (D) was the decision-maker on the first part of question 1, question 9 would be directed to Councillor Thomas (D) as Executive Lead for Strategic Planning, Housing, Energy and Environmental Policy and question 10 would be also be directed to Councillor Thomas (D).

Verbal responses were provided at the meeting. Supplementary questions were then asked and answered in respect of questions 1 (part 2), 2, 3, 4, 7, 8, 9 10, 11, 12, 13, 15, 16 and the urgent question.

Chairwoman

Record of Decisions

Notice of Motion - Motor Neurone Disease Charter

Decision Taker

Mayor on Thursday, 17 July 2014

Decision

That the motion be supported.

Reason for the Decision

To respond to the motion.

Implementation

This decision will come into force and may be implemented on Wednesday, 30 July 2014 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

At the Council meeting held on 17 July 2014, members received a motion, as set out below, notice of which had been given in accordance with Standing Order A14 by Councillors Parrott and Amil.

That this Council adopts the Motor Neurone Disease (MND) charter and thereby supports achieving quality of life, dignity and respect for people with MND and their carers.

The Charter:

1. People with MND have the right to an early diagnosis and information.
2. People with MND have the right to access quality care and treatments.
3. People with MND have the right to be treated as individuals and with dignity and respect.
4. People with MND have the right to maximise their quality of life.
5. Carers of people with MND have the right to be valued, respected, listened to and well supported.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

22 July 2014

Signed: _____
Mayor of Torbay

Date: 22 July 2014

Record of Decisions

Clennon Valley Sport and Leisure Regeneration Procurement

Decision Taker

Mayor on Thursday, 17 July 2014

Decision

That Moirai Capital Investment Ltd (MCI Ltd) as the preferred bidder for the sport and leisure improvements at Clennon Valley and Goodrington be rejected.

Reason for the Decision

To review the winning tender bid received from MCI Ltd. and to determine whether or not to grant them preferred bidder status.

The Council has a responsibility to the public of Torbay to ensure that in return for the granting of a 125 year lease that the best possible sports, leisure and tourism hub is created. The core outputs which MCI Ltd would be contractually obliged to provide are an insufficient return for this.

Implementation

This decision will come into force and may be implemented on Wednesday 30 July 2014 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The submitted report sets out details of the successful tender following a procurement exercise for options for Council assets at Clennon Valley and Goodrington.

The evaluation of the bids identified Moirai Capital Investments Ltd (MCI) as the winning tender and part of the Official Journal of the European Union (OJEU) procurement requirements is for the Mayor to determine whether or not to grant preferred bidder status.

The proposal from MCI includes three 125 year leases relating to three zones totalling 97.9 acres. The submitted report includes details of core outputs that will be achieved in each of the zones and optional outputs if commercially viable.

The Mayor considered the recommendations of the Council made on 17 July 2014 and his decision is set out above.

Alternative Options considered and rejected at the time of the decision

Alternative options are set out in the submitted report.

Is this a Key Decision?

Yes – Reference Number: I016234

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

22 July 2014

Signed: _____
Mayor of Torbay

Date: 22 July 2014

Record of Decisions

Corporate Parents Annual Report

Decision Taker

Mayor on Thursday, 17 July 2014

Decision

That Members recognise Corporate Parents' Groups and their role as Corporate Parents, support the work of both the Officers and Members, attend recommended training, increase their efforts to attend events to support Looked after Children and specifically approve:-

- the pledge to Children in Care
- the action plan attached to the submitted report

Reason for the Decision

To ensure the Council meets its statutory duties under the Children Act 1989, the Children (Leaving Care) Act 2000, the Adoption and Children Act 2002, the Children Act 2004 and the Children and Young Persons Act 2008.

Implementation

This decision will come into force and may be implemented on Wednesday 30 July 2014 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Children Act 1989 and subsequent legislation introduced a requirement for elected members to be ultimately accountable for the quality of care provided to vulnerable children with specific responsibility to lead this work and monitor its effectiveness. This responsibility is known as 'Corporate Parenting' recognising that the role must be shared by all elected members, a range of Council departments and partner agencies.

The submitted report outlines how the role is undertaken at Torbay and proposes an action plan for 2014/15, together with a pledge from 'Corporate Parents' to children in care.

The Mayor considered the recommendations of the Council made on 17 July 2014 and his decision is set out above.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

22 July 2014

Signed: _____
Mayor of Torbay

Date: 22 July 2014

Record of Decisions

Covenant Protecting Babbacombe Downs Against Development

Decision Taker

Mayor on Thursday, 17 July 2014

Decision

That the Council considers entering into a deed covenanting with the residents of St Marychurch Ward as follows:-

'Torbay Council covenants with all inhabitants of the ward of St Marychurch that for a period of 100 years beginning on the date of this deed it will not on the land shown edged red on the plan attached erect or permit the erection of any permanent structure without any such proposal first obtaining the majority of votes in a referendum of the persons who at the day of the referendum would be entitled to vote as electors at an election of councillors for St Marychurch Ward and are registered as local government electors at an address within this Ward. For the purpose of this covenant 'permanent structure' shall mean any structure intended to remain on the land for a period greater than 3 months. This covenant shall not apply to the installation, construction or renewal (whether by statutory undertakers or otherwise) of any media for the supply or removal, electricity, gas, water, sewage, energy, telecommunications, data and all other services and utilities and all structures, machinery and equipment ancillary to those media/or to the installation of street furniture.'

Reason for the Decision

To respond to the application for a covenant on Babbacombe Downs received by representatives of the community. By entering into the deed of covenant with the residents of the St Marychurch ward, the Council will be unable to carry out substantial development of Babbacombe Downs without first obtaining the consent of the majority of those residents taking part in a referendum on the proposals.

Implementation

This decision will come into force and may be implemented on Wednesday 30 July 2014 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

An application has been received from representatives of the community to place a covenant on Babbacombe Downs. The covenant would require the Council to hold a referendum of residents of the ward if it wished to build a structure on any part of the land edged red on the plan (attached to the submitted report) over the next 100 years. The building would only take place if the referendum resulted in a majority voting in favour of the structure or structures. The covenant would not apply to new street furniture such as bins, benches and shelters.

The Mayor considered the recommendations of the Council made on 17 July 2014 and his decision is set out above.

Alternative Options considered and rejected at the time of the decision

Alternative options are set out in the submitted report.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

22 July 2014

Signed: _____
Mayor of Torbay

Date: 22 July 2014

Agenda Item 6

Meeting of the Council

Thursday, 25 September 2014

Questions Under Standing Order A13

Question (1) by Councillor Parrott to the Deputy Mayor and Executive Lead for Strategic Planning, Housing and Environmental Policy (Councillor Thomas (D))	Can you confirm that the council has received no approaches from Shekinah, Jatis, Chapter 1, or any other group or organisation, giving notice that there is any intention for the building at No 228 Union Street, Torquay (formerly the reading rooms of the Christian Science Church) to be used for residential purposes for their clients, and similarly, that you have heard of no such plans for now or in the future?
Question (2) by Councillor Parrott to the Executive Lead for Safer Communities, Highways, Environment and Sport (Councillor Excell)	What progress has there been, since my question in July, in establishing the extent of organised prostitution within the Bay's so-called 'night time economy'?
Question (3) by Councillor Cowell to the Executive Lead for Safer Communities, Highways, Environment and Sport (Councillor Excell)	Can you confirm that as a result of the Mayor's decision to axe the parking enforcement car (which did some excellent road safety work in particular around our schools) enforcement income is below budget? Can you confirm by how much this is expected to be down in this financial year?

Agenda Item 7a

Council Meeting, 25 September 2014

Labour/Non-Coalition Group Notice of Motion

Mayoral Motion – Lease for the Pavillion, MDL Car Park and Cary Green

That this council requests the Mayor to bring to full council the terms of any lease for the Pavilion, MDL Car Park, Cary Green and associated space for disposal before any final agreement is entered in to.

Council considers this to be in accordance with the Mayor's policy of making his decision at full council.

Proposed: Councillor Darren Cowell

Seconded: Councillor Julien Parrott

Solar Schools Motion

This Council welcomes the 'Run on Sun' campaign that has been launched by Friends of the Earth to

- a) Promote clean energy;
- b) Make it easier for schools to invest in solar power, and
- c) Raise awareness of the financial, practical and environmental benefits of schools being powered by solar energy.

This Council also welcomes the extensive work that has been successfully carried out by the officers of our Environmental Policy Team and TDA in recent years to reduce the Council's energy bills and invest in clean, renewable energy.

This Council applauds the pioneering spirit and vision shown by the staff, students and governors of Saltaire Primary School in West Yorkshire, where the solar panels installed in August last year are operating successfully.

This Council notes that:

- a) Solar photovoltaic and thermal panels are an affordable renewable energy technology that can be quickly installed and easily maintained across Torbay's schools estate;
- b) The capital investment required for solar photovoltaic panels is typically repaid within 7-9 years (by reduced electricity bills and feed-in-tariff income) and the energy generated for 25-40 years is free to the school;
- c) Friends of the Earth estimate that the financial benefits per school can be as high as £8,000 per annum;
- d) The use of solar technologies contributes towards cutting Torbay's carbon footprint;
- e) Solar technologies are a visible symbol of our determination as a community to reduce our carbon footprint and build energy security across Torbay; and
- f) Solar technologies are a fantastic educational resource that can boost awareness of sustainable energy among children and local families;

This Council therefore requests, (wherever possible involving Community Groups) that:

- i) In light of falling installation costs the Director of Place and Torbay Development Agency re-evaluate the business case for installation of solar technology on school and council buildings;
- ii) Should the business case prove positive then the Director of Place engages as proactively as possible with Torbay's schools to ensure the maximum and earliest roll-out of solar technologies across the schools estate;

- iii) the Environmental Policy Team launches a high profile and well-publicised borough-wide campaign to encourage our schools to invest in solar technologies; and
- iv) the Environmental Policy Team liaises closely with Friends of the Earth to ensure that Torbay Council is positively involved in the 'Run on Sun' campaign.

Proposed: Councillor Baldrey
Seconded: Councillor Pountney



Meeting: Council Meeting

Date: 25th September 2014

Wards Affected: All

Report Title: Torbay Children and Young People's Plan 2014-19

Is the decision a key decision? No

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Ken Pritchard, Executive Lead for Children

Supporting Officer Contact Details: Gail Rogers, Principal Commissioner Children and Families 207073 gail.rogers@torbay.gov.uk

1. Purpose and Introduction

- 1.1 Torbay Children and Young People's Plan 2014-19 reviews the achievements of Children's Services and Partners in delivering services to children, young people and their families. It gives headline outcome data in some key areas of need and then sets out the headline priorities for the next five years.
- 1.2 The Plan evidences a strategic vision and commitment to improve the lives of our children and young people, particularly those most vulnerable and it references other plans and strategies that describe the delivery detail of the improvement actions.
- 1.3 This is a document accessible to both residents and agencies giving a clear and concise picture of our Partnership service priorities and direction of travel for the next five years.

2. Proposed Decision

- 2.1 That the Children and Young People's Plan set out in Appendix 1, be approved

3. Reason for Decision

- 3.1 As the document remains in the policy framework, it should be agreed by members prior to circulation.

- 3.2 This is a headline document that does not describe delivery or resourcing so that it will have no negative impact on the community. It may have a positive impact in that it outlines a commitment to improving outcomes for children, young people and families.
-

Supporting Information

4. Position

There was a previous duty on the Local Authority to publish a Children and Young People's Plan. The duty is no longer in place but it was felt that the publication of a high level document with a story of progress, clear priorities and a commitment to improvement would be a strong reference document to the new initiatives being implemented across the Partnership.

5. Possibilities and Options

This section is not applicable to the proposed decision to endorse the document.

6. Fair Decision Making

The document has been written in consultation with the Children's Re-design Board; it has been presented to the Joint Commissioning Officer Group, the Health and Wellbeing Board and the Torbay Safeguarding Executive Board. The Children and Young People's Plan contains material from consultation with children and young people to inform priorities.

7. Public Services (Social Value) Act 2012

This section is not applicable to the document.

8. Risks

There are no risks associated with a decision not to endorse the proposed document except for less clarity around policy direction for children and young people in Torbay for both service users and those directing, commissioning and delivering services. There are no risks associated with the proposed decision being made.

Appendices

1. Children and young people final plan.
2. Children and young people EIA

Additional Information

None

meet the needs of children, carers and families.
 Efficiency and Effectiveness: Integrated services with a common purpose and focus targeted proportionately to best
 Right Child, Right Place, Right Time: Identify and respond to needs as early as possible matching the right intervention and through good assessment to prevent increased risk of harm and resulting in fewer children in care.

VISION
 To Give All Children and Young People the Best Start in Life so they are Safe, Happy, Healthy and Able to Reach their Full Potential.
 This is supported by 3 key principles:
 Better Outcomes in the Community: working alongside and within communities, respecting and promoting their strengths and assets and promoting resilience, self help and greater aspiration.

TORBAY CHILDREN AND YOUNG PEOPLE'S PLAN 2014-19



Priority Outcome	Action	Key Document	Date
1	Develop and implement a parenting offer across the levels of need and for relevant age groups.	Parenting Plan 2014-19	10/14
1	Develop and implement under 5s targeted pathway including midwifery and 0-5 Health Child programme	Health Visitor Implementation Plan	04/15
1	Implement workplan for targeted Lifestyle support	PH commissioned Healthy Lifestyle contract	04/15
1	'Help Torbay' information and guidance established	IAG Project Plan	09/14
2	Review/revise Teenage Pregnancy Partnership priorities	Teenage Conceptions Action Plan	01/15
2	Develop a new Camhs commissioning strategy	Camhs commissioning strategy	10/15
2	Develop a youth employment and skills strategy to include social action	Torbay Youth Employment and Skills strategy	03/15
2	Develop a Youth Offer with commissioning approach to include new IVS service	Youth Offer	12/14
3	Implement Single Assessment	CS Safeguarding and Wellbeing service	04/15
3	Commission new services for those affected by Domestic Abuse	LSCB 1 business plan	10/15
3	Corporate Parenting Plan signed off by Members	Torbay Corporate Parenting Plan 2014	10/14
3	Implement foster recruitment plan	CS 5-year business plan	10/15
3	Implement the national Troubled Families programme to support vulnerable families	CS Safeguarding and Wellbeing Service	10/14
3	Establish Community Hub model for locally based opportunities and services	CCG Integrated Plan Integrated Care and Support - a bid for Pioneer status	04/15
4	Develop a Youth Offer with commissioning approach to include new IVS service	Youth Offer	12/14
4	Annual sufficiency survey	Annual sufficiency survey	06/15
4	Review	CS Safeguarding and Wellbeing service	04/15
4	Review	LSCB 1 business plan	10/15
4	Review	Commission new services for those affected by Domestic Abuse	10/14
4	Review	Corporate Parenting Plan signed off by Members	10/14
4	Review	Participation plan embeds engagement	07/14
4	Review	CS 5-year business plan	10/15
4	Review	Implement foster recruitment plan	10/15
4	Review	Implement the national Troubled Families programme to support vulnerable families	10/14
4	Review	Establish Community Hub model for locally based opportunities and services	04/15
5	Implement new partnership approaches to Early Help	Early Help Strategy	07/14
5	Review	LSCB Business plan	01/15

INTRODUCTION

Since our last Children and Young People's Plan in Torbay, we have seen a significant increase in demand for support for children and families. This has been coupled by a reducing public sector budget and national austerity measures that have impacted particularly on those most vulnerable families. Even with these challenges we have achieved significant successes by working with and alongside communities, children and their

families, and this is something we need to celebrate and build on with confidence and determination. Through even greater collaboration in the future, we can ensure children are given the best start in life and can grow and prosper within safe families and communities that give them the best chance for their futures. This plan sets out our vision, our priorities and our focus for the next 5 years. It is guided by

engagement with young people, a shared, local analysis of need - such as previous inspections and our child poverty strategy, as well as by national policy drivers and strategies. This is a plan that overlaps with others to ensure a consistent set of priorities to impact on children and young people's lives. The joint approach to planning, commissioning and governance will enable us to develop shared services that will

make a real difference to children and families across Torbay, and South Devon in relation to Health. Opportunities, such as the national programme to increase Health Visitor numbers, will be key to further developing our joint aims to improve local outcomes. The Children and Young People Redesign Board reports to the Health and Wellbeing Board and this provides an accountable body to drive the changes needed

across partner organisations which will realise improvements in outcomes for our children and young people. This plan is a summary document setting out high level priorities. The detail of delivery to be taken forward by multi agency partnerships using the plans and documents referenced at the back of the Children and Young People's Plan. The Plan will be reviewed every two years.

OUR 4 PRIORITIES ARE:

1. Children have the best start in life

Headline Early Years Foundation Data

Nationally 52% of children achieved a Good Level of Development. In Torbay 51% of children achieved a Good Level of Development. Nationally 60% of girls achieved a Good Level of Development and 44% of boys. In Torbay 59% of girls achieved a Good Level of Development and 43% of boys. Nationally the achievement gap between the lowest attaining 20% of children and the mean is 36.6%. In Torbay the figure is 37.6%

Poverty

The level of child poverty in Torbay is worse than the England average, with 24% of children aged under 16 years living in poverty. The rate of family homelessness is better than the England average.

2. Children and young people lead a happy and healthy life

Mental health

We know that emergency admissions for persons aged 10-24 for intentional self harm is higher than the England average at 253 per 100,000. Emergency admissions for mental health conditions was similar to the England average at 68.4 per 100,000. Referral rates for tier 3 mental health services has doubled in the last year.

Teenage pregnancy

Rates of teenage pregnancy are higher than the national average with an annual rate in 2012 of 39.5 per 1,000 compared with the national average of 27.9

Smoking in pregnancy

17.5 % of mothers smoke at time of delivery. The England average at 12.7% (PHE 2012/13)

3. Children and young people will be safe from harm living in families and communities

There are over 700 registered carers under 25 in Torbay receiving support. Torbay has almost twice the rate of children on Child Protection Plans and twice the rate of Children Looked After as the national average.

Attainment

GCSE achievement is similar to the England average: 60.5% of young people gain five or more GCSEs at A* to C grade including maths and English.

4. Opportunities to participate and engage in the community and in public life

Torbay has a nationally estimated number of 365 Troubled Families that require support. These families are supported to turn around from worklessness, poor educational outcomes, crime and antisocial behaviour.

Obesity

11.1% of school children in reception are classified as obese in Torbay. The England average is 9.3%. 21.6% of school children in year 6 are classified as obese in Torbay. The England average is 18.9%.

Young peoples views

Dreams
 Young people wanted to be happy living in a family and they wanted to help people. They also had good aspirations around employment ranging from wanting to become a vet, a mechanic or a teacher, paramedic, chef or photographer.

What they need to achieve dreams

Confidence, support from family and friends, social help and living in a nice clean and safe place were important; they needed money for university, money from jobs, training, a good education and careers advice and people to believe in them.

Barriers to their dreams

Young people felt that having no money, doing poorly at school, having no confidence and a lack of jobs in the area held them back. They were concerned about family crisis, illness, mental health issues, bullying and a bad economic situation. Also 'being told I can't'

PRIORITY ONE: CHILDREN HAVE THE BEST START IN LIFE

We will commission and work with communities, and schools to:

Implement the Health Child Programme (0-5).
Ensure healthy pregnancy from conception to birth.
Promote early attachment and learning for families with under 5s.
Provide Early Help to children and families when they first need this.
Implement a whole family approach to assessment used by integrated services.
Improve school readiness for all our children.

To do this we will:

Deliver effective and accessible education and support to parents in a variety of settings to help them become confident and competent in their role as parents.
Implement a pathway for use by maternity, health visiting and children centres to trigger early identification of post-natal depression and to enable parents to access to help.
Put in place services and support around smoking cessation, weight management and emotional health and wellbeing for pregnant women, with a particular focus on younger women.
Improve the transition between midwifery, health visiting, children centres services and early education providers to simplify access to targeted early help.

Establish local access points for information and advice, including access to childcare, so that people can see the full range of support and advice available to them with a focus on early community based support.

Work with our early education service and teaching School to improve school readiness, with a particular focus on reducing inequalities.



BC06355 - www.istockmax.co.uk

PRIORITY TWO: CHILDREN AND YOUNG PEOPLE LEAD A HEALTHY AND HAPPY LIFE

We will commission and work with communities and schools to:

Improve the emotional and mental health of all children and young people and keep them well.
Implement the Healthy Child Programme (5-19).
Implement recommendations from the Child Poverty Strategy.
Increase opportunities for children and young people to participate in social, physical and educational activities to help them make good lifestyle choices.
Improve access to relationship and sexual health services.
Improve attainment and skills to enable children and young people to fulfil their aspirations.

To do this we will:

Develop a range of emotional and mental health resources, targeted at children and young people as well as parents, which will encourage self help as well as sign posting to national and local support and advice services.
Increase awareness and identification of emotional and mental health issues and of relationship and sexual health issues by providing workforce training at the preventive, targeted and specialist levels.

Target additional emotional health resources within schools at an earlier intervention level and develop an assertive outreach model of care for those children with more complex mental health.

Provide services to prevent sexually transmitted infections (STI) and to increase contraception availability and relationship advice.

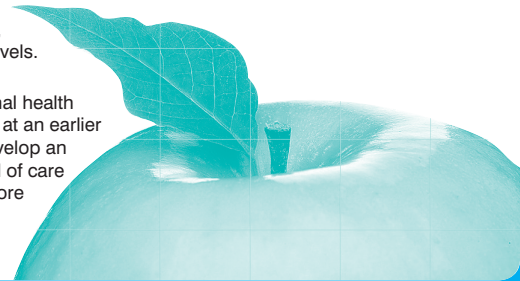
Increase apprenticeship and training opportunities through a youth training and employment strategy.

Work with all schools to raise attainment and aspiration and reduce inequalities through effective monitoring, challenge and support.

Ensure there is sufficient youth provision, especially in neighbourhoods with high numbers of young people with high levels of need, through the development of a full Youth Offer.

Help young people and families understand the range of different health and support services.

Provide opportunities for all children and young people to learn and understand the importance of healthy lifestyle behaviours and health choices including diet, exercise, alcohol, drugs and smoking.



PRIORITY THREE: CHILDREN AND YOUNG PEOPLE WILL BE SAFE FROM HARM, LIVING IN FAMILIES AND COMMUNITIES

We will commission and work with communities and schools to:

Support families experiencing difficulties to meet their needs as early as possible.
Improve outcomes for children with disabilities.
Improve outcomes for children in care and care leavers.
Improve outcomes for children and young people in need of protection.
Build resilience and confidence in children and young people to deal with emotional distress.

To do this we will:

Integrate the delivery model for children's health and social care supported by improvements in information sharing, systems and processes.
Ensure all partners work proactively with the Local Safeguarding Children's Board to continue to improve safeguarding services.
Develop services for all adolescents, with a focus on care leavers and vulnerable young people in need of protection, by establishing an Integrated Youth Support Service.
Implement the Special Education Needs reforms and Local Offer.
Establish a Community Hub model of delivery that develops community assets and resilience, and provides a single point of access to early help and support.
Provide a range of support services for those affected by domestic abuse and relationship

violence, child sexual exploitation and bullying.

Counter the long term harm caused by neglect by developing a systematic response to support timely, evidence based interventions.

Improve the quality of all aspects of the experience of being looked after with particular focus on participation, health, protection from harm and education.

Develop an Early Help Strategy with Partnership sign-up to include an increase in numbers of local care options through foster campaigns and strong support in communities.



PRIORITY FOUR: OPPORTUNITIES TO PARTICIPATE AND ENGAGE IN COMMUNITY AND PUBLIC LIFE

We will commission and work with communities and schools to:

Develop opportunities for children and young people to be seen in a positive light by involving in volunteering and community action.

Develop a range of social, educational and activity based services within local reach for children and young people.

Embed processes to ensure young peoples' voices are heard when we are reviewing, designing and delivering services.

Support young people into training and work as well supporting families to return to work where possible.

Consider the impact of environment in all aspects of planning and development of the lives of children, families and young people.

To do this we will:

Work with the National Citizen Service scheme and Community and Voluntary Sector providers such as Prince's Trust to encourage young people to participate in community action.

Work alongside the Community Development Trust to develop opportunities for community based engagement for young people and families.

Set up a range of opportunities for all children and young people to be involved and have their say around

community and environmental plans that impact on their lives.

Provide support and training to Community and Voluntary Sector groups to ensure good quality play and youth provision that involves young people in as many ways as possible.

Implement the government's Troubled Families scheme and co-ordinate support across the Partnership for workless families.

Develop employment and training opportunities for young people.



Equality Impact Assessment (EIA):

Name (Key Officer/Author):	Gail Rogers	Business Unit:	Children's Services Commissioning
Position:	Torquay Locality Services Manager	Tel:	01803 207073
Date started:	August 2014	Email:	Gail.rogers@torbay.gov.uk
Date of current version:	August 2014		

Since the Equality Act 2010 came into force the council has continued to be committed to ensuring we provide services that meet the diverse needs of our community as well as ensure we are an organisation that is sensitive to the needs of individuals within our workforce. This Equality Impact Assessment (EIA) has been developed as a tool to enable business units to fully consider the impact of proposed decisions on the community.

This EIA will evidence that you have fully considered the impact of your proposal / strategy and carried out appropriate consultation with key stakeholders. The EIA will allow Councillors and Senior Officers to make informed decisions as part of the council's decision-making process.

Executive Lead / Head Sign off (*when final version*):

Executive Lead(s)	Executive Head:
Ken Pritchard	Richard Williams
Date:	Date:
August 2014	August 2014

Relevance Test – 'A Proportionate Approach'

Not all of the proposals or strategies we put forward will be 'relevant' in terms of the actual or potential impact on the community in relation to equality and vulnerable groups. For instance, a report on changing a supplier of copier paper may not require an EIA to be completed whereas a report outlining a proposal for a new community swimming pool or a report proposing a closure of a service would.

Therefore before completing the EIA please answer the following questions. If you answer 'yes' to any of the questions below you must complete a full EIA.

1)	Does this report relate to a key decision?	Y <input type="checkbox"/>	N <input type="checkbox"/>
2)	Will the decision have an impact (i.e. a positive or negative effect/change) on any of the following: <ul style="list-style-type: none"> • The Community (including specific impacts upon the vulnerable or equality groups) • Our Partners • The Council (including our structure, 'knock-on' effects for other business units, our reputation, finances, legal obligations or service provision) 	Y <input checked="" type="checkbox"/> Y <input checked="" type="checkbox"/> Y <input checked="" type="checkbox"/>	N <input type="checkbox"/> N <input type="checkbox"/> N <input type="checkbox"/>

Section 1: Purpose of the proposal/strategy/decision

No	Question	Details
1.	Clearly set out the proposal and what is the intended outcome?	<p><i>Outline exactly what the proposal is / whether there is any change including reasons for the change. List the key objectives of the proposal/strategy. It is important to identify the specific outcomes that this proposal intends to deliver.</i></p> <p>The Children and Young People's Plan (CYPP) 2014-19 is the overarching document which sets the priority areas of policy for all agencies and services that work with children, young people and families in Torbay. This is not a statutory document, but one that we have chosen to write to draw together our core plans to improve outcomes for children and young people.</p> <p>The plan draws from the Joint Strategic Needs Assessment and references the views of children and young people that have been gathered through our joint work. The plans attached to the CYPP describe the range of activities delivered by agencies and services across Torbay to improve the outcomes within in each of four priority areas.</p> <p>On 30th July 2014, the Executive of the LSCB met to agree the Plan and its draft priorities. The Health and Wellbeing Board also met on 31st July 2014 to agree the document. The draft Plan is now being submitted to full Council on 25th September 2014 for approval as a strategic policy document.</p> <p>The Children & Young Peoples Plan (CYPP) addresses the needs of all children and young people with a particular emphasis on joint action by local services to improve outcomes for groups of vulnerable children and young people.</p> <p>The vision is:</p> <p>"To give all children & young people the best start in life so they are safe, happy and healthy to reach their full potential"</p> <p>This vision is supported by 3 key principals:</p> <ol style="list-style-type: none"> 1. Better outcomes in the community – working alongside and within communities, respecting and promoting their strengths and assets, and promoting resilience, self help and greater aspiration 2. Right child, right place, right time – Identify and respond to needs as early as possible matching the right intervention through good assessment to prevent increased risk of harm and resulting in fewer children in care 3. Efficiency & effectiveness – Integrated services with a common purpose and focus targeted proportionality to best meet the needs of children, carers and families
2.	Who is intended to benefit / who will be affected?	<p><i>Who will be affected by this proposal, whether this is a positive or negative impact?</i></p> <p>Children and young people, their parents/carers, schools, all agencies and services in Torbay that work with children and young people.</p>

No	Question	Details
		<p>A range of services are commissioned from partners, agencies and organisations across the public, private, voluntary and community sectors.</p> <p>A key element of our strategy is to use a proportionate universal approach, targeting some groups and/or areas in particular while encouraging universal access. Strong partnership approaches are in place for those children who may be unsafe, and we have good intelligence around those most at risk enabling us to deliver the right service to the right child at the right time.</p> <p>The Plan is designed to be accessible to both the public and partner agencies. Work will be undertaken with the Youth Parliament and other young people to prepare a young people's summary version. The plan will be available on the Council's website and in schools and libraries. A summary version will be distributed more widely through the children's Partnership.</p>

Section 2: Equalities, consultation and engagement

Torbay Council has a moral obligation as well as a duty under the Equality Act 2010 to eliminate discrimination, promote good relations and advance equality of opportunity between people who share a protected characteristic and people who do not.

The **equalities, consultation and engagement** section ensures that, as a council, we take into account the Public Sector Equality Duty at an early stage and provide evidence to ensure that we fully consider the impact of our decisions / proposals on the Torbay community.

Evidence, consultation and engagement

No	Question	Details
3.	Have you considered the available evidence?	<p>The Joint Strategic Needs Assessment (JSNA) was used for benchmarking, and the Children's Re-Design Board oversaw the development of the priorities in the Plan. The CYPP is subject to a bi-annual review. – please see the CYPP for more details.</p> <p>http://www.torbay.gov.uk/jsna</p> <p>There is no requirement for a CYPP, although some Local Authorities have retained this document.</p>
4. Page 31	How will / have you* consulted on the proposal? *delete as appropriate	<p><i>Have you / will you carry out any consultation on your proposal and if so how? Focus groups / survey / events? Remember that it may be important to also consult on any alternative options. Also include who will you / have consulted with and if applicable which specific groups you will / have consulted with (i.e. groups who may be specifically affected by your proposal, specific equality or hard to reach groups).</i></p> <p>Our Participation Strategy outlines our approach to consultation. In the last year, we have consulted using: Focus groups – ie LGBTQ, Young Carers, Children in Care Council, Camhs groups, Care Leavers groups Formal groups – ie Children in Care Council, Advocacy Service, Young Inspectors, UK Youth Parliament, Disability Council Events – ie The Big Shout Out Questionnaire – ie Youth Offer Survey</p> <p>Information from consultation and ongoing work with all of these groups has informed the Children and Young People's Plan so that it was not written and then consulted on, but written with consultation at its heart.</p> <p>We are currently reviewing our participation and consultation arrangements and will publish a review in October 2014</p>
5.	Outline the key findings	<p>: <i>Include feedback on your proposal including where you have consulted on any alternative options. Also include response rates, number of attendees to events / focus groups, outline of specific interest groups consulted. Use bullet points to summarise the key conclusions.</i></p>

No	Question	Details
		Results of the consultation are published on the FIS website and have been fed back to the groups that took part. http://www.torbay.gov.uk/fis
6.	What amendments may be required as a result of the consultation?	: <i>Has feedback from the consultation and engagement process identified any changes required to the proposal? Have you had to alter your decision and look at alternative options?</i> The policy has taken account of consultation which is embedded within it so that consultation is not after the event in this case but prior to the policy being written. Therefore, there are no changes intended or identified other than a summary children's version of the CYPP being written by young people.

Positive and negative equality impacts

No	Question	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
7.	Identify the potential positive and negative impacts on specific groups Older or younger people	The CYPP is a plan that overlaps with others to ensure a consistent set of priorities to impact on children and young people's lives. The joint approach to planning, commissioning and governance will enable us to develop shared services that will make a real difference to children and families across Torbay, and South Devon		

Details	
No	Question
	<p>People with caring Responsibilities</p> <p>Young Carers are a target group for additional support and are supported through this Plan.</p>
	<p>People with a disability</p> <p>Young people with disabilities are a target group for additional support and are supported through this Plan.</p>
	<p>Women or men</p> <p>No Differential Impact</p>
	<p>People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)</p> <p>No Differential Impact</p>
	<p>Religion or belief (including lack of belief)</p> <p>No Differential Impact</p>
	<p>People who are lesbian, gay or bisexual</p> <p>No Differential Impact</p>
	<p>People who are transgendered</p> <p>No Differential Impact</p>
	<p>People who are in a marriage or civil partnership</p> <p>No Differential Impact</p>
	<p>Women who are pregnant / on maternity leave</p> <p>Teenage parents or parents to be are a target group and supported through this Plan.</p>
	<p>Socio-economic impacts (Including impact on child poverty issues and deprivation)</p> <p>The Plan is written with reference to child poverty and deprivation and specifically aims to reduce the impact of poverty.</p>
	<p>Public Health impacts (How will your proposal impact on the general health of the population of Torbay)</p> <p>The Plan intends to improve health outcomes through partnership working and proportionate targeting of resources</p>
8.	<p>Cumulative Impacts –</p>

No	Question	Details
	Council wide (proposed changes elsewhere which might worsen the impacts identified above)	The Children and Young People's Plan (CYPP) 2014-19 is the overarching document which sets the priority areas of policy for all agencies and services that work with children, young people and families in Torbay – this includes Health and Social Care, Schools, the Police, and the Community and Voluntary sector. This is not a statutory document, but one that we have chosen to write to draw together our core plans to improve outcomes for children and young people.
8b	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	The Children and Young People's Plan (CYPP) 2014-19 is the overarching document which sets the priority areas of policy for all agencies and services that work with children, young people and families in Torbay – this includes Health and Social Care, Schools, the Police and the Community and Voluntary Sector. This is not a statutory document, but one that we have chosen to write to draw together our core plans to improve outcomes for children and young people.

Section 3: Mitigating action

No	Action	Details
9.	Summarise any negative impacts and how these will be managed?	The Plan is focused on reducing inequalities and this does create a focus on disadvantaged and deprived groups. There is less focus therefore on those with greater individual capacity and resource, although the Plan does work through proportionate universalism so there is access for all.

Section 4: Monitoring

No	Action	Details
10.	Outline plans to monitor the actual impact of your proposals	The Plan will be monitored through the Health and Wellbeing Board to ensure it is up to date and relevant. There will be no formal set of metrics because the document sits above strategies and plans that are subject to rigorous performance review. The CYPP has a number of priority outcomes – these are as follows:

Priority Outcome	Action	Key Document	Date
	Develop and implement a parenting offer across the levels of need and for relevant age groups.	Parenting Plan 2014-19	10/14
1	Develop and implement under 5s targeted pathway including midwifery and 0-5 Health Child programme	Health Visitor Implementation Plan	04/15
1	Implement workplan for targeted Lifestyle support	PH commissioned Healthy Lifestyle contract	04/15
1	'Help Torbay' information and guidance established	IAG Project Plan	09/14 10/15
2	Review/revise Teenage Pregnancy Partnership priorities	Teenage Conceptions Action Plan	01/15
2	Develop a new Camths commissioning strategy and services	Camths commissioning strategy	01/16
2	Develop a youth employment and skills strategy to include social action	Torbay Youth Employment and Skills strategy	10/15
4	Review		03/15
2	Develop a Youth Offer with commissioning approach to include new IYS service	Youth Offer	09/16
3	Implement Single Assessment	Annual sufficiency survey	12/14 12/15 06/15
4	Review	CS Safeguarding and Wellbeing service review LSCB 1business plan	04/15
3	Commission new services for those affected by Domestic Abuse	Domestic Abuse Strategy/Plan 2014	10/15
3	Corporate Parenting Plan signed off by Members	Torbay Corporate Parenting Plan 2014	10/14 10/15
3	Participation plan embeds engagement	Participation review 2014	07/14 07/15
4	Implement foster recruitment plan	CS 5-year business plan	10/14 10/15
3	Implement the national Troubled Families programme to support vulnerable families	CS Safeguarding and Wellbeing Service review	10/14
4	First review		10/15
3	Establish Community Hub model for locally based opportunities and services	CCG Integrated Plan Integrated Care and Support – a bid for Pioneer status	04/15
4	First review		
1	Implement new partnership approaches to Early Help	Early Help Strategy	07/14
2	First review	LSCB Business plan	01/15
3			

Section 5: Recommended course of action

No	Action	Outcome	Tick ✓	Reasons/justification for recommended action
11.	<p>State a recommended course of action Clearly identify an option and justify reasons for this decision. The following four outcomes are possible from an assessment (and more than one may apply to a single proposal). Please select from the 4 outcomes and justify the reasons for your decision</p>	<p>Outcome 1: No major change required - EIA has not identified any potential for adverse impact in relation to equalities and all opportunities to promote equality have been taken</p> <p>Outcome 2: Adjustments to remove barriers – Action to remove the barriers identified in relation to equalities have been taken or actions identified to better promote equality</p> <p>Outcome 3: Continue with proposal - Despite having identified some <u>potential</u> for adverse impact / missed opportunities in relation to equalities or to promote equality. Full justification required, especially in relation to equalities, in line with the duty to have 'due regard'.</p> <p>Outcome 4: Stop and rethink – EIA has identified actual or potential unlawful discrimination in relation to equalities or adverse impact has been identified</p>	<p>✓</p> <p>✓</p>	<p>The Plan considers inequality and specifically addressed this through its priorities, placing a focus of partnership action on reducing inequality and disadvantage. The Plan does not, however, remove or reduce access to services at a universal level and attempts to promote optimum health and life-chances for the whole population while targeting those facing the greatest disadvantage.</p>



Public Agenda Item: **Yes**

Title: **Adoption Agency Activity Report**

Wards Affected: **All Wards in Torbay**

To: **Council** On: 25th September 2014

Contact Officer: **Caroline Hobson**

☎ Telephone: **7874**

✉ E.mail: **caroline.hobson@torbay.gov.uk**

1. Purpose and Introduction

- 1.1 This report is to inform members of the Torbay Children's Services Adoption Agency activities for the period **1 April 2013 to 31 March 2014**.
- 1.2 The Adoption process in England and Wales is subject to a series of Government led changes to address delay, both for children who are waiting to be adopted and prospective adopters who wait to be assessed, approved and matched with the children who wait. Torbay Adoption Service is small and has previously struggled to meet the timescales set. However, the service has made considerable progress over the past year. We have achieved the highest number of adoptions ever. We have received recognition from the Department of Education for the changes we have made to numbers of children adopted and timescales and will receive award in 2015 marking 750 Years of democracy from the Queen.
- 1.3 The team is fully staffed with permanent managers, social workers and community care workers. The permanent Service Manager, Practice Manager and Senior Social Worker have continued in post providing continuity and leadership. Vacancy rates are nil. Morale is positive and confidence continues to improve. Data shows that more children are being identified for whom adoption is the plan or a concurrent plan, more children are matched for adoption and more children are placed for adoption. The number of approved adopters is increasing but at a slower pace than the children for whom adoption is the plan.
- 1.4 Work with neighbouring Local Authorities throughout the year has focussed upon shared systems of recruitment, advertising, matching and training. This has led to better co-operation, increased knowledge and improved systems.

2. Introduction

- 2.1 There is a requirement that Adoption Agency activity is reported to the Executive annually.
- 2.2 The Service Manager for Specialist Services is currently the Agency Decision

Maker who makes the decisions about adoption cases following the recommendation of the Adoption Panel. There has been one case where the decision has differed from that recommended by the Panel. This involved approval of prospective adopters. The panel recommended that the couple were not approved. After considerable discussion and advice this was overturned by the agency decision maker. The couple are now approved to adopt one special needs child. The Agency Decision Maker role will be taken up by the newly appointed assistant Director for Children's Services in September.

- 2.3 The plan for a child will come before the Agency Decision Maker on two occasions – firstly for approval of an adoption plan for the child and second to approve the match that the Adoption Panel recommends in relation to particular prospective adoptive parents for a child (approval of match).
- 2.4 Panel also recommends the approval of prospective adopters following assessment. Applicants are invited to attend the Panel when their approval is considered and when a match is proposed. As part of legislation the Independent Review Mechanism (IRM) has been set up, where adopters may have their applications reconsidered when the Panel has not recommended their approval and the Agency Decision Maker confirms the recommendation to turn down the application. The recommendation from this Panel then goes back to the Agency Decision Maker for a decision.
- 2.5 Under the legislation, the Adoption Panel can also consider a brief assessment report, where it is felt that the assessment of prospective adopters should not continue. Applicants can also apply to the IRM if the Agency Decision Maker is minded to turn down an application in these circumstances. Applicants have forty working days to make this decision. There were no applications to the IRM during the period.

3.0 Plans for children

- 3.1 There were 38 children who were subject to an adoption plan at 31 March 2014.

4.0 Placements

- 4.1 Panel approved 18 placements during this period 1 April 13 – 31 March 14.
- 4.2 Torbay does not have enough adopters to offer placement choice for Torbay children needing placements. Adopters who live within Torbay are often not appropriate for Torbay children. Therefore Torbay Adoption Team are also recruiting from neighbouring areas.
- 4.3 In addition, children are placed via the South West Consortium, a group of Local Authority and voluntary adoption agencies. Hard to place children, for example those in sibling groups, with special needs or older children, are referred to the National Register.

5.0 Adoption Orders

- 5.1 During the period 2013-14, 27 children were adopted. This means the Adoption

order was made to the adopters and the children ceased to be looked after by the local authority.

- 5.2 The percentage of children adopted during the year is based on the total number of children looked after (for over six months) on the 31 March and it is this percentage that is reported. However, almost two thirds of these children are in the ten to eighteen age range and adoption is not likely to be a realistic option for these children, who have close attachments to their birth families.
- 5.3 The numbers of children adopted in recent years, other than the year ending 31 March 2004 which was exceptionally high at seventeen, has remained between ten and thirteen per year. The number and proportion of children adopted for the year 2013-2014 continues to show significant improvement.
- 5.4 The aim of Torbay Council is to consider adoption for all children who cannot remain in or return to their birth families

Table 2

Percentages of children adopted from care

Date	Total number of children looked after for over 6 months	Percentage of all children adopted	Children aged 0-9 years looked after over 6 months	Percentage of children aged 0-9 years adopted
31/3/12	195	2%	69	5.79%
31/3/13	221	4.98%	104	10.6%
31/3/14	249	5.59%	111	10.73%

6.0 Timeliness

6.1 For children adopted during the year 2013-14, the time between the point the child became looked after, to placement with adopters, and the time from Placement Order to Matching is still below the national average. There are children who have a plan for adoption where this is no longer realistic or achievable. These children have been reviewed by the Permanency Panel and 6 have been returned to Court to change the plan to long term fostering, with a plan for a further 6 to be returned to court by end of August 2014. Progress is now being made to improve the timescales for children being adopted:

- Between **April 2013 and March 2014**, **27** Adoption Orders were made
- Since April 2014, 8 Adoption Orders have been made.
- Currently there are 16 children placed with adopters, of whom 6 Adoption Orders are predicted by August 2014.

6.2 We predict that we will be able to meet the same figures in 2014-15 as this current year. as part of the work with other local authorities and utilising the Adoption

Reform Grant, 2 Activity day have taken place where children and prospective adopters can meet in an informal setting. These have led to 3 matches to date. A further Activity day is planned for autumn 14. DVD evenings, where approved adopters can view DVD's of children are now regularly held and have proved successful.

6.3 Between April 2013 – March 2014, 18 children were matched and placed with adopters. These included:

- 4 sets of sibling groups
- 4 children matched and placed aged 5 years and above
- 1 child matched, placed and adoption order within 4 months of the Placement Order

6.4 The Introduction of an Adoption Social Worker early in cases where permanence is identified has assisted in earlier matching and placing thus improving timeliness. In addition, work with the Shadow Consortium Sub Regional Group (Plymouth, Devon and Torbay) has led to early sharing of information about children needing placements and adopters waiting for children. This is a significant move from linear planning to embrace all potential matches at the earliest stage. We have used part of the Adoption Reform Grant to employ an additional staff member to create a framework to support family finding, thus addressing again timeliness in matching children with adopters.

6.5 The remedial actions taken to progress existing cases continues to have an impact upon Torbay's performance against the national thresholds, as we continue to address cases already outside the timescales.

6.6 Up to 31 March 2014, there have been 8 children where the adoption plans are over 12 months duration without placement with adopters which include:

- 5 children, sibling group of 2 and sibling group of 3 whose plans are due before the court to change to long term fostering
- A sibling group of a boy (age 6) and girl (age 5), Placement Orders made in court April 2014. The relationships between the siblings is strong and they need to stay together. Both children have some additional needs, the little boy have some development delay, the little girl currently requiring therapeutic direct work as a result of early life trauma.
- A little boy age 6 years, with developmental delay.

7.0 Approved Adoptive Families

7.1 Torbay's Adoption Service recruit, assess and via the panel, approve adopters. At 31 March 2014, 14 families were approved. Of these:

- 4 families were waiting to be matched to children
- 10 had children in placement but final adoption order not been issued

7.2 Between 1 April 2013 – 31 March 2014:

- 7 families were granted a final Adoption Order
- 3 families were matched to a child or children
- 1 family withdrew prior to a placement being made
- 0 families withdrew following a placement being made
- 3 foster carers were approved to adopt the child they were fostering

Total 14 families approved.

8.0 Recruitment of Adopters

8.1 Part of the Adoption Grant has been used to refocus the advertising campaign, to target carers who might adopt, foster to adopt, or foster. In addition,

8.2 Between 31 March 2013 – 1 April 2014:

- 75 initial enquiries to become adopters were received
- 20 applications from people wishing to adopt were received.
- 8 applications were approved
- 2 single female
- 2 couples are still in assessment process
- 1 application was withdrawn
- 0 applications were refused by the Agency decision maker.

9.0 Timeliness of Adoption Matches

9.1 Between 1 April 2013 and 31 March 2014 the 10 Torbay adoptive families who were matched in Torbay waited between the date of approval and the date they were matched to children:

- 0 less than 3 months
- 3 3 to 6 months
- 2 6 to 9 months
- 5 9 to 12 months
- 0 12 to 18 months
- 0 18 months or more

10.0 Work with Birth Relatives

10.1 The National Adoption Standards require that birth parents have access to support when adoption is planned and for support both pre and post adoption. An Adoption Support Worker is part of the Adoption team.

10.2 A Social Worker trained in therapeutic techniques works directly with a number of children and adoptive families, which has been beneficial in helping placement stability and preparation for moving on to adoption.

11.0 Adoption Panel

11.1 The Panel has been in post for over a year. The Panel Chair is independent of the Local Authority. Panel offers a quality assurance process, as well as considering the assessment and approval of adopters and matches.

11.2 The panel meets at least monthly.

12.0 Service Development

12.1 In response to government initiatives, work continues across the South West Peninsular to consider more formal arrangements for the development of a Peninsular Adoption Service. This has involved monthly meetings of representatives from Devon, Plymouth, Torbay and Cornwall Local Authorities and voluntary adoption agencies. The group have considered joining together in various formats including a hard federation or mutual organisation. After reflection this approach has not been progressed by the local authorities, but instead a sharing of recruitment, assessment, training and matching processes is being implemented. A Shadow Consortium board is being set up consisting of Plymouth, Devon and Torbay local authorities, Adopter recruitment, matching and adoption support has task groups and a conference is planned for early 2015.

SUMMARY of REGIONAL ADOPTION ACTION PLAN 2014/5										
TASK Tasks achieved in green	1/ SET UP ADOPTION CONSORTIUM	Target and timescale	2/ ADOPTER RECRUITMENT	Target and timescale	3/ IMPROVED MATCHING (Cornwall also invited)	Target and timescale	4/ CONFERENCE	Target and timescale	5/ ADOPTER SUPPORT (Cornwall also invited)	Target and timescale
	Sun regional group started to meet Nov 2013 Consortium now agreed in principle	June 2014	Communications task and finish group set up[May 2014	Sub regional matching group set up	May 2014	10th March 2015 date agreed University have agreed to partner and offer free venue	Aug 2014	Support task and finish group set up	Aug 2014
	Joint funding agreement drafted Shadow consortium board set up	July 2014	Action plan drafted and signed off by consortium board	By Sept 2014	Procedures agreed and documented	By end Sept 2014	Programme agreed	By Sept 2014	Action plan agreed	Oct 2014
	Full board set up	By Oct 2014	Marketing strategy drafted and agreed	By Sept 2014			Invites sent out	Jan 2014		
			Brief for 24/7 telephone line agreed and tendered Recruitment enquiry hub set up	By Dec 2014			Conference held	March 2015		
			Brief for campaign	By April						

			agreed and tendered	2015						
Staff identified	Anne Osborne Ply Chair Fiona Fitz Patrick Dev Caroline Hobson Tor FFC? Barnardos?		Michael Richard Ply Joanne Penhaligon Tor Mairi Hamilton Dev Temp Chair Rachel Carter Ply		Anne Osborne Plym Chair Alison Barker Plym Rachel Gillott Devon Amanda Douglas Torb Caroline Davies FFC Alison Waters Cornwall		Caroline Hobson Tor NB Staff to be nominated by Devon and Plymouth City Council		Cornwall Nicki Carter Devon Nak Urwin Plymouth Richard Woodleigh Torbay Amanda Douglas	

13.0 Work with Adoptive Families

- 13.1 Work with families following a post adoption assessment of need has increased. The majority of these referrals relate to children and young people who require direct work and support with life story work.
- 13.2 Social groups for adopters continue to be held three times a year. Adopters are also offered training on a variety of topics, which includes trauma and loss in the adoption process, life story books and the family finding and matching process.

14.0 Recommendations

- 14.1 Accept the information in this report.

Agenda Item 10



Meeting: Council

Date: 25th September 2014

Wards Affected: All

Report Title: Children's Services 5 Year Cost Reduction Plan

Is the decision a key decision? Yes

Executive Lead Contact Details: Mayor Oliver – Executive Lead Finance, Councillor Pritchard, Executive Lead Children's Services

Supporting Officer Contact Details: Lisa Finn, Finance Manager – People; Tel 01803 208283; email lisa.finn@torbay.gov.uk

1. Purpose and Introduction

- 1.1 Torbay Council's Children's Services has faced a number of challenges over the last few years. In addition to increased demands, the service has been subject to significant budget pressures which have had to be managed in the context of reducing financial resources for all council services.
- 1.2 Torbay Council received an Ofsted judgement of inadequate in October 2010 which was in a period of uncertainty within Children Services due to the full impact of the deaths of both Victoria Climbié in 2000 and Baby Peter in 2007. After this social care across the UK became increasingly risk averse. This was borne out by the increasing number of looked after children both nationally and within the Bay: as at March 2010 there were 180 looked after children which increased to 305 by March 2013. Due to this uncertainty and disruption within the service a number of practitioners left the profession which placed an unprecedented pressure on Council budgets to fund increasing costs of care and the employment of agency social workers to manage increasing caseloads.
- 1.3 Children's Services is currently forecast to spend £28.5m by the end of March 2015. This will result in an overspend of £3.2m against the approved budget of £25.3m. This is after the application of £2m from a social care contingency and £1m from the PFI sinking reserve – both of which were approved by Council in February 2014. The Director of Children's Services is forecasting at outturn an overspend of £1.4m due to the impact of the new work packages that are currently being implemented within the service
- 1.4 Following a period of sustained improvement Torbay Council Children's Services received an adequate judgement from Ofsted in March 2013. In the subsequent

months the service has experienced a considerable increase in demand but has sustained a strong base of quality social work practice and effective arrangements with partners. This will ensure that it has both the capacity to improve outcomes for children and young people and respond to the budgetary pressures highlighted in the report.

- 1.5 The Children's Services Budget over the last 3 years and the current year is as follows:

Table 1 – Summary of Children's Services Budget 2011 to 2015

Service Area	2011/12	2012/13	2013/14	2014/15
Schools (excluding Dedicated Schools Grant(DSG))*	£6.4m	£4.4m	£8.8m (including Families Services)	£2.8m
Commissioning & Performance	£3.3m	£2.7m	£0.9m	£1.8m
Safeguarding & Wellbeing	£11.4m	£13.3m \$	£18.8m \$	£20.6m **
Total Net Budget	£21.1m	£20.4m	£28.5m	£25.2m

*DSG is a ringfenced grant for the funding of schools and pupil related services.

** This figure excludes £2m from contingency and £1m from reserves.

\$ The £5.5m increase in budget from 2012/13 to 2/13/14 is mainly due to service reorganisation.

- 1.6 Within Safeguarding and Wellbeing, the majority of the expenditure is in the placement of children in either:-
- an in-house foster care placement where the carer is registered with Torbay Council.
 - an independent sector foster carer (fostering ISP) where the carer is registered with a private sector provider agency and the contract is with the provider agency.
 - a residential placement where Torbay Council commissions the independent sector to provide round the clock care and in some cases education.

Table 2

Placement Type	2012/13 Spend	2013/14 Spend	2014/15 forecast
Fostering – in house	£2.25m	£2.22m	£2.81m
Fostering – ISP	£3.31m	£4.09m	£3.43m
Residential	£3.80m	£5.47m	£5.87m
Total Spend	£9.36m	£11.78m	£12.11m

Looked After Numbers	305	314	305
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- 1.7 Audit Commission benchmarking has demonstrated that Torbay's Children's Services is out of line with its statistical neighbours in terms of the number of looked after children (LAC) per 10,000 child population.

Table 3

Local Authority	LAC Rate/10,000 based on 2012/13 data
Blackpool	166
Torbay	121 (134 for 2013/14)
Telford & Wrekin	82
Bournemouth	82
Portsmouth	73
Plymouth	73
Isle of Wight	69
Southend –on-Sea	62
Poole	49
North Lincolnshire	46
Cornwall	45
Statistical Neighbour Average	75
Average Bournemouth/Southend/Plymouth	72

- 1.8 Therefore the Director of Children's Services commissioned Social Finance to support the service in identifying a number of work packages to reduce the costs within the Safeguarding and Wellbeing Service. This has enabled the service to begin the process of a fundamental cultural shift and challenge to current practice whereby social workers are able to balance risk and improve outcomes within a different set of procedures and a reshaped footprint of service provision.
- 1.9 The purpose of this report is to set out a 5 year cost reduction plan which includes new ways of working that will reduce the numbers and costs for children looked after. As this will need investment it is recommended that earmarked reserves of up to £5.1m are used to fund these new initiatives. However this could be in excess of £5.1m if the forecast spend for Safeguarding and Wellbeing for the current financial year cannot be managed within the Council's overall budget.
- 1.10 These reserves are not uncommitted funds and will be required in future years. It is essential that the reserves used are replenished as set out within this report. Members will be fully aware of the financial challenges faced by Torbay due to the continuing austerity measures and the coalition government's public sector deficit reduction

plans. If the expected cost reductions within Safeguarding and Wellbeing are not delivered it will have a major impact upon the financial resource base for the council and its Medium Term Resource Plan and will affect the resources available to deliver all other priority services.

2. Proposed Decision

2.1 Council agree to:

- a) approve the 5 year financial strategy for Children's Services – Safeguarding and Wellbeing.
- b) fund the projected overspend: in 2015/16 (£2.3m) and 2016/17 (£1.1m) from reserves as set out in within the report.
- c) note the forecast overspend of £1.4m in 2014/15 which will be managed by in-year savings.
- d) move the £2 million social care contingency into the Children's Services base budget (Safeguarding & Wellbeing) in 2014/15 and future years.
- e) the improvement actions as recommended by Social Finance as set out within the report.
- f) the Director of Children's Services and the Children's Services Finance Manager reporting back to the Mayor and the Executive Lead for Children's on a quarterly basis and present updated reports to the Overview and Scrutiny Board on performance both operational and financial.
- g) the repayment of reserves as set out within the report.
- h) the strict performance management mechanism for the changes as set out in this report.
- i) the new Head of Safeguarding Children is a joint appointment with Health and Torbay Council. This post will be funded from within existing resources but will link together the two key providers of safeguarding services and extend the scope to shape new alternative options for children in the statutory system in the future.
- j) The implementation of Family Functional Therapy (FFT) using a special purpose vehicle (SPV) and the associated setup costs of approximately £0.2m funded from corporate reserves. See appendix 4

2.2 The final budget for 2015/16 for Children's Services will be agreed in February 2015 and will, in part, be influenced by the short term delivery of the cost reduction plan.

Reason for Decision

- 2.3 Children's have had significant budget pressures for a number of years and this financial strategy has been proposed to address these issues ensuring the best use of resources is achieved and that children are adequately safeguarded.
- 2.4 The delivery of the service within its approved budget is essential for the council's medium term financial strategy.

Paul Looby

Executive Head Finance and Chief Finance Officer

Supporting Information

3. Position

Summary Budget and Spend for the previous 4 years

- 3.1 The table below lays out the budget for **Safeguarding and Wellbeing** over the last 4 years.

Table 4

	2010/11	2011/12*	2012/13	2013/14	2014/15 forecast
	£m	£m	£m	£m	£m
Net Budget	9.9	11.4	13.3	18.8	20.6
Spend	10.9	15.8	16.6	23.4	26.6
Net Growth in S&W	0.8	0.3	1.4	1.7	2.5
Overspend	1.0	4.4	3.3	4.6	6.0

*net budget changed to reflect funding changes and reorganisation of services

- 3.2 In overall terms the Safeguarding and Wellbeing Service has received Member approved growth of approx £6.7m over the last 5 years plus other one off funding totalling £3m which was also approved by Members. Although more financial resources have been applied to the service over this period to mitigate the increasing expenditure this has not kept pace with the increasing number of children being placed in care for long periods and the corresponding cost.
- 3.3 Since 2010/11 the number of children with at least one care placement has increased steadily from 243 children to 393 children. At the end of 2013/14 the number of children in care stood at 314.

- 3.4 Over the last 4 years, expenditure on placements for LAC has increased by £8.4m (average 43% p.a). Safeguarding and Wellbeing has accounted for almost all of the budget pressure in these years starting from £1m in 2010/11 increasing to £5.6m in 2013/14.
- 3.5 The main contributor to increasing spend is the length of stay in a placement which is measured in *bed weeks*; which counts the total number of weeks that any child is in a placement. The table below shows that the number of bed weeks in an independent sector foster care and residential placement has steadily increased whereas the number of bed weeks for Torbay's in-house foster carers has decreased over the same period. This has led to significant cost pressure due to the premium of placing children in the independent sector as opposed to in-house fostering.

Table 5

Placement Type	Number of Bed Weeks	Number of Bed Weeks	Number of Bed Weeks	Number of Bed Weeks
	2010/11	2011/12	2012/13	2013/14
In-house fostering	6,396	6,442	6,096	5,818
Independent Sector Fostering	2,860	2,748	4,226	4,840
Residential Placements	349	791	1,204	1,694

PROPOSED COST REDUCTIONS

1. Looked After Children (LAC) Target

- 3.6 As stated in paragraph 1.7 above; Torbay's LAC per 10,000 child population was 121 in 2012/13. This is significantly higher than our statistical neighbours and the latest figures show this number has increased to 134 in 2013/14. A key requirement to the delivery of the cost reductions to support the 5 year plan is the setting of challenging but realistic targets for the number of looked after children. It is proposed that a LAC target of 72 per 10,000 child population is set for 2018/19 as this is the average for similar seaside towns. Translated in to the number of LAC the target is 180. The work packages described below are key to this target being achieved. See Appendix 1
- 3.7 Converting this into actual LAC numbers is dynamic as it will change to reflect the average LAC per 10,000 over the lifetime of this plan. The current target for LAC over the next 5 years is shown below:-

Table 6

Year	5 year Plan	Number of LAC at	LAC rate /10,000

		end of year	
2012/13		305	121
2013/14		314	134
2014/15	Year 1	305	122
2015/16	Year 2	274	109
2016/17	Year 3	242	97
2017/18	Year 4	211	84
2018/19	Year 5	180	72

- 3.8 It is estimated that the reduction of LAC over the next 5 years will remove £7.1m of expenditure from the system which is essential if the cost reduction strategy is to be successful: this is profiled in the table below and in Appendix 2:-

Table 7

Year	Total LAC placement Cost	Reduction in spend compared to 2013/14	Forecast Under/Overspend p.a
2013/14	£12.4m		
2014/15	£10.9m	£1.1m	£1.4m
2015/16	£9.4m	£1.6m	£2.3m
2016/17	£8.0m	£3.0m	£1.1m
2017/18	£6.6m	£4.3m	£0.2m underspend
2018/19	£5.4m	£7.1m	£3.2m underspend

Work Packages to Support Cost Reduction Plan

2. Fostering campaign

- 3.9 Since October 2013, a campaign to recruit more foster carers was launched together with the introduction of a new flat fee for in-house foster carers. The fee is set at £400 per child and is part professional fee and part resources for the child. This has been a successful campaign with the number of foster carers standing at 96 as at July 2014 providing 189 beds. As a result the number of in-house placements has increased from 116 in October 2013 to 125 at the end of June 2014
- 3.10 The new flat fee and the more professional image of a foster carer has already resulted in a number of former independent sector foster carers transferring to in-house. The reductions in spend is in the region of £0.6m for 2014/15 on a budget for

all fostering placements of £5.4m. However, this does still leave a forecast overspend of £1.8m by March 2015. Therefore it is important that the momentum of this campaign is maintained

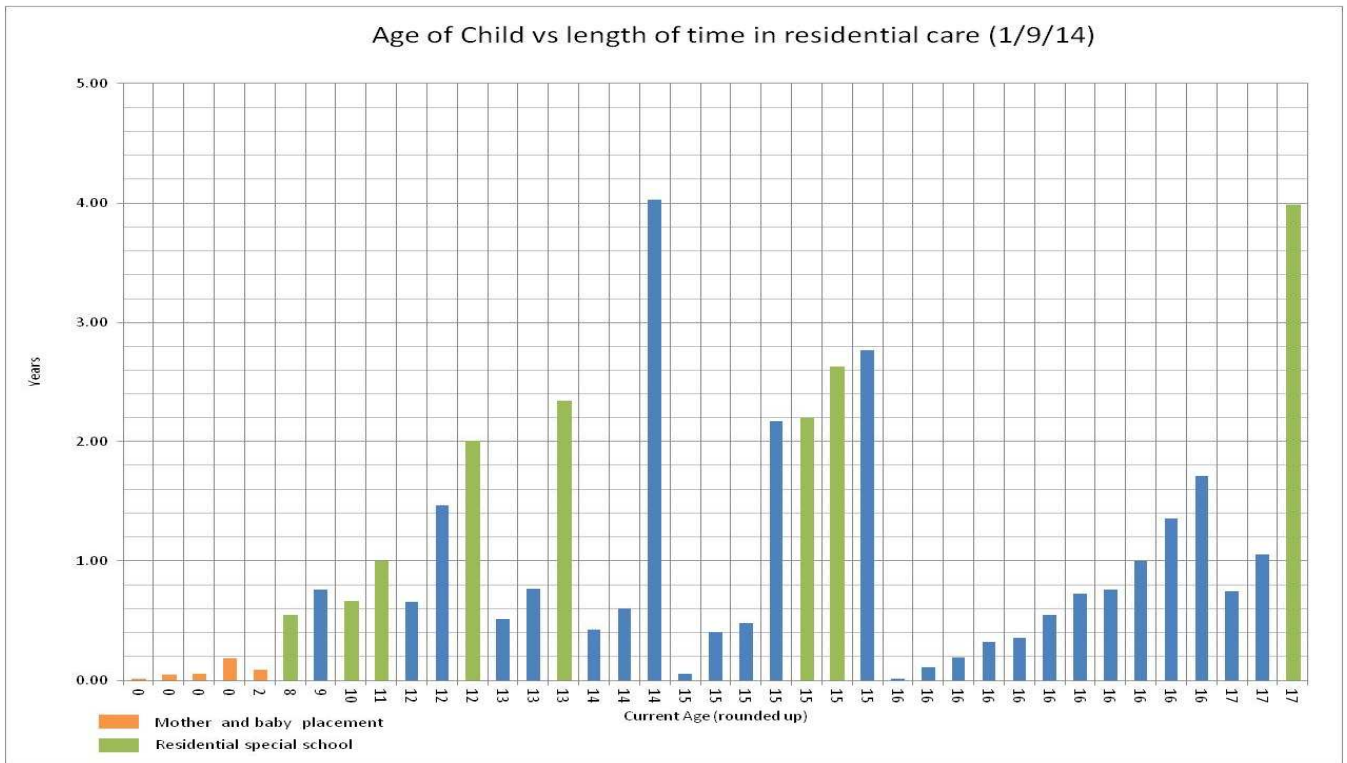
3 Migration from Residential and ISP Fostering Placements to In-house

- 3.11 This work package as proposed by Social Finance puts in place a strategy which migrates expensive residential placements to less expensive ISP fostering placements or to more cost effective in-house fostering carers. Not only will this reduce costs placing children with in-house foster carers but will provide significantly better outcomes for children in care.
- 3.12 The LAC placement mix is one of the main reasons for the increased in spend over the last 4 years. The table below profiles how this strategy will change the percentage of placement weeks over the next 5 years:-

Table 8

Placement Type	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
	%	%	%	%	%	%	%	%	%
In-house fostering	51	40	36	36	40	43	47	51	55
ISP fostering	19	24	27	20	18	16	14	12	10
Residential	8	10	11	17	15	14	13	11	10
Other	22	26	26	27	27	27	26	26	25

- 3.13 The reduction in the number of bed weeks spent in an independent sector placement will be achieved by a combination of the weekly demand and care management meetings which are chaired by the Director of Children’s Services who also authorises placement requests. These panels have been operational since June 2014. The Scheme of Delegation has also been revised, setting out how all placements are authorised to support this new process. It should also be noted from the bar chart below that due to the age profile of the current cohort of children in residential care, there will be a natural reduction of approximately 50% within the 5 year time frame of this report.



4 Therapeutic Intervention – Keeping Foster and Kinship Carers Supported (KEEP)

- 3.14 This proposal is still in its infancy but it is built upon evidence that has shown that it is effective in working with children already in care. The specific therapy is called KEEP and whose target population is those children in care who are displaying aggressive and non complaint behaviours
- 3.15 For KEEP therapy to be implemented there would need to a staffing requirement of 3.5 fte social workers plus 2 fte therapists and a 0.5 fte child psychiatrist. This would be an invest to save initiative costing approximately £220,000 per annum.

5 Development of in-house Parent and Child Assessment Placements

- 3.16 Torbay had 22 parent and child placements in 2013/14. Of these, 11 (55%) were in an independent sector placement at a cost of £12,000 for a 12 weeks assessment and 10 (45%) were placed in a residential setting at a cost of £20,000 for a 12 week assessment. Together the total cost was £0.8m in 2013/14.
- 3.17 The migration of 11 independent foster care placements to an in house placement could reduce spend by a net £74,000 per year after the employment of a social worker

and a community care worker at the Assessment and Resource Centre in Brixham (ARC).

- 3.18 The reduction in spend could be increased if parent and child assessments currently in residential settings are also brought in-house. These typically cost £20,000 for a 12 week assessment.

6 Adoption campaign

- 3.19 On average, children in Torbay are adopted 5 years after entering care. However, in the last 18 months Torbay's adoption service has doubled the number of children adopted and has moved up the national league tables as a result. In 2012/13, 10 children were adopted and in 2013/14 25 were adopted.
- 3.20 The proposal is that 25 adoptions are made each year. This will result in savings on placement costs of a net £1.2m over the remaining care journey assuming that these children are in care for 1.3 years as opposed to 5 years

7. Family Functional Therapy (FFT)

- 3.21 This is a service that can sit alongside existing early intervention services such as the integrated family support service (IFSS) which tackles immediate crises with a solution-based response but may not tackle the underlying issues. FFT would enable families to reframe their issues and change their behaviour to prevent crises arising in the future. FFT could be used to target children on the edge of care, LAC with a plan to return home, children at risk of offending and children with mental health problems. Preventing entry to care and enabling LAC to return home would represent significant savings in the region of £500,000 in avoided placement costs
- 3.22 The proposal is for this therapy to be delivered via a Social Impact Bond special purpose vehicle which would require access to £0.2m of investment to set up the arrangement. Appendix 4 to this report gives more detail on the proposal.

The Cultural Change in Children's Services

- 3.23 The Director of Children's Services has advised that the cultural change required in Children's Services – Safeguarding and Wellbeing to successfully implement this strategy is being embedded through a series of team meetings and focussed work groups. Individual team meetings provide an honest appraisal of the current financial situation, comparators with other Local Authorities and targets for the future. The focus being on the critical balance between cost and outcomes and the benefits to both from a different approach. In addition to this a set of focussed work groups are working on the current management of our existing care population (care management) and the reduction of future demand (demand management) within the statutory sector. These two groups will closely scrutinise and monitor performance and be supplemented with implementation groups for each of the projects outlined in the report.

3.24 Through this approach a large number of staff within Children's Services will not only be involved in reshaping social work practice but they will begin to own it, and it is only through this that the Director of Children's Services believes the service can ensure sustainability. The long term sustainability of the new model is also dependent on the continuing development of partnership approaches with key agencies within Torbay. Central to this will be a new shared post between Torbay South Devon Health Care Trust and the Local Authority at a senior strategic level for safeguarding children. This post will be funded from within existing resources but will link together the two key providers of safeguarding services and extend the scope to shape new alternative options for children in the statutory system in the future.

Cost Reduction Strategy and Impact upon Reserves

- 3.25 The work packages described above will remove over £1m of costs in 2014/15 and a further £600,000 in 2015/16. This is detailed in Appendix 3.
- 3.26 Members will have received the quarter 1 budget monitoring report. This identified a forecast budget pressure of £1.4m in 2014/15. To ensure the council declares a balanced budget at year end, where possible this projected position will be managed within the overall Council budget with all services identifying savings.
- 3.27 Part of the 5 year cost reduction plan is a recognition that the new work packages will require time to deliver savings and as such there is still a need to fund £2.3m of spend in 2015/16 and £1.1m in 2016/17 (see attached graph) plus £0.2m for FFT. This will be funded from earmarked reserves. This is in addition to the £1.5m of resources allocated from the PFI Sinking Reserve to fund Social Finance and associated invest to schemes and one off support for any pressures that emerge during 2014/15. Therefore Children's Services are forecast to receive £5.1m of resources from reserves. However this could increase if the current year projection cannot be managed.
- 3.28 Assuming the operational delivery of this plan is achieved by the Director of Children's Services real cost reductions will start to be delivered in 2017/18 of £0.2m and £3.2m in 2018/19. These cost reductions will be used to "pay back" the earmarked reserves. Members are asked to approve this approach and strategy and monitor the delivery of the operational changes. The delivery of these financial projections will be monitored on a quarterly basis and the Director of Children's Services will report to the Overview and Scrutiny each quarter on performance. In approving this strategy Members are accepting the risks of non delivery of the plan i.e. if the earmarked reserves cannot be replenished there will need to cost reductions to all other services. In addition Children's Services will have to budget to repay the PFI Sinking Fund approximately £200,000 per annum from 2018/19.
- 3.29 Officers are currently in the process of undertaking the annual review of reserves and a report will be presented to Members as part of the 2015/16 budget. In addition to the existing use of the PFI Sinking Reserve, the report will set out the reserves that will be earmarked to fund the forecast expenditure in 2015/16 and 2016/17 and the

risks and impact of Children's Services not delivering the required forecast cost reductions.

- 3.30 Due to the existing pressures within Children's Services it is recommended that the £2m social care base budget contingency is allocated to the Safeguarding and Wellbeing base budget in the current and future years.
- 3.31 Members will be fully aware of the financial challenges faced by Torbay due to the continuing austerity measures and the coalition government's public sector deficit reduction plans. Whilst the coalition government has made no announcements as to local government grant allocation after 2015/16 and is unlikely to do so before the General Election in May 2015, further cuts to local government are expected and it is unlikely that there will be any real terms growth in funding until the end of this decade. This has been substantiated by the Institute of Fiscal Studies who have said by the end of the current parliamentary term the coalition government would have achieved only 50% of its deficit reduction plans
- 3.32 The delivery of the forecast cost reductions within this plan by Safeguarding and Wellbeing are essential. If they not delivered it will have a major impact upon the financial resource base for the council and its Medium Term Resource Plan and will affect the resources available to deliver all other priority services. Torbay is expecting further reductions to its grant income which will also have to be managed over the short to medium term.

Performance Management

- 3.33 The Director of Children's Services has commissioned Social Finance to develop a performance management tool to ensure that progress towards the strategic goals are tracked and delivered. Details of this tool will be reported to the Children's Services Project Board (chaired by the Executive Lead for Children's Services) in September 2014 and shared with all Members. It is envisaged that this will take the form of a "dashboard" of key indicators and real time progress of their achievement.

4. Possibilities and Options

- 4.1 The alternative to using reserves is to make budget reductions to other council services to fund work packages and existing budget pressures.

5. Risks

- 5.1 Safeguarding and Wellbeing are forecast to overspend by £1.4m in the current financial year. However existing commitments indicate there are budget pressures amounting to £3.2m. Cost reductions of at least £1.8m must be achieved over the next 6 months and there is a risk this may not be achieved.

- 5.2 The existing forecast overspend is to be managed by identifying in year savings as set out in the quarter one budget monitoring report. There is a risk that these savings will not be delivered.
- 5.3 If either of the outcomes in paragraph 5.1 or 5.2 materialise these budget pressures will have to be funded from reserves which will place further strain on the council's overall financial resources.
- 5.4 The key risk with respect to the 5 year cost reduction plan is the delivery and timing of the work packages and the profile of the cost reductions. Any delay in their implementation will have a detrimental impact upon the level of earmarked reserves and the timing for replenishing those reserves. This will have a significant impact upon the council's Medium Term Resources Plan and will mean there will have to be service reductions to all other Business Units.
- 5.5 The Director of Children's Services must continue to maintain robust financial control across all other budgets within Children's Services to ensure spend is maintained within the approved budget.
- 5.6 Any Increase numbers of looked after children over the period of the plan may offset the impact of the cost reduction measures.

Appendices

Appendix 1 – Spend estimates based upon lower LAC rates and the shift in placements to in-house fostering

Appendix 2 – LAC target – to estimate future spend

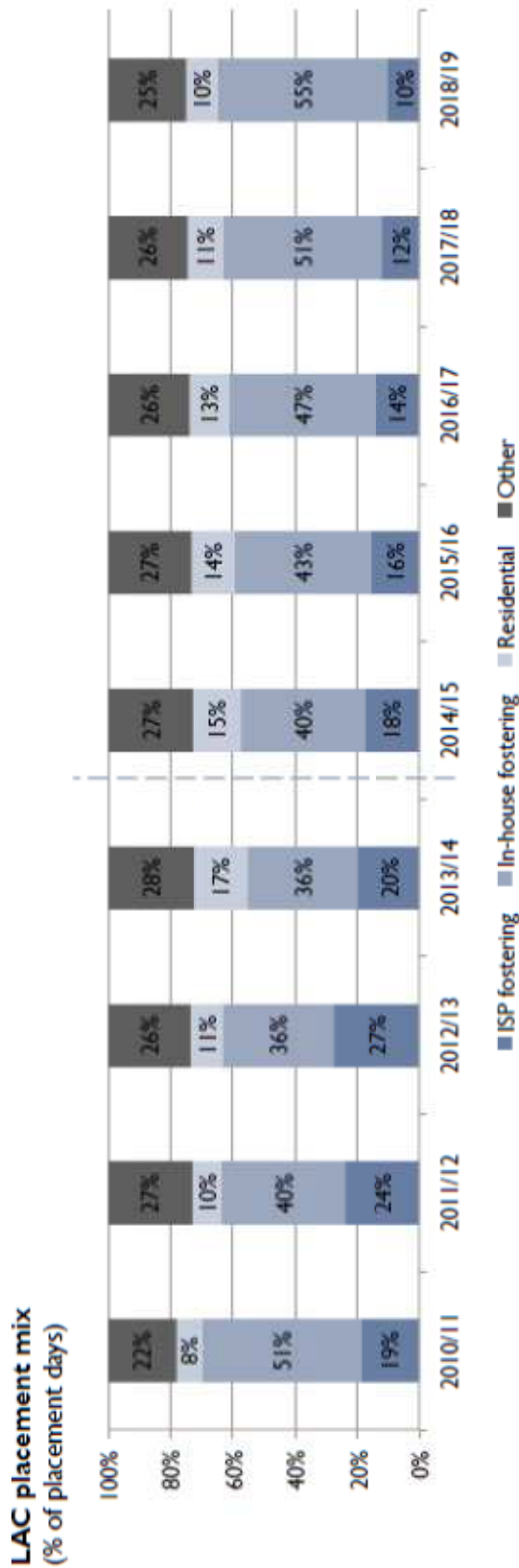
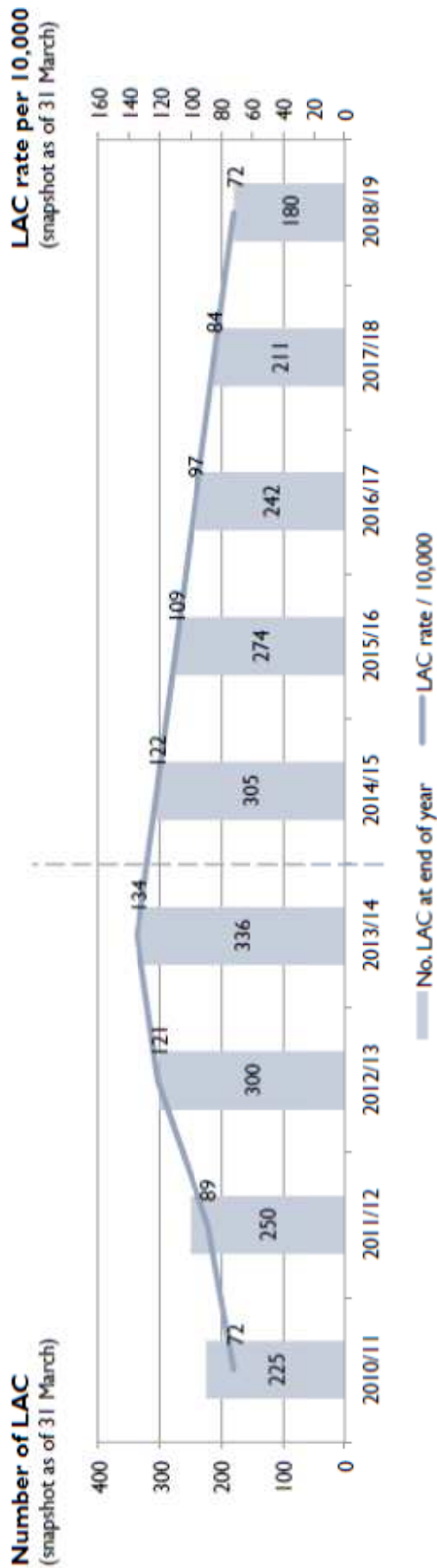
Appendix 3 – Aim to Achieve - £1.1 m savings from 8 initiatives

Appendix 4 – Family Functional Therapy Special Purpose Vehicle Proposal

Additional Information

NONE

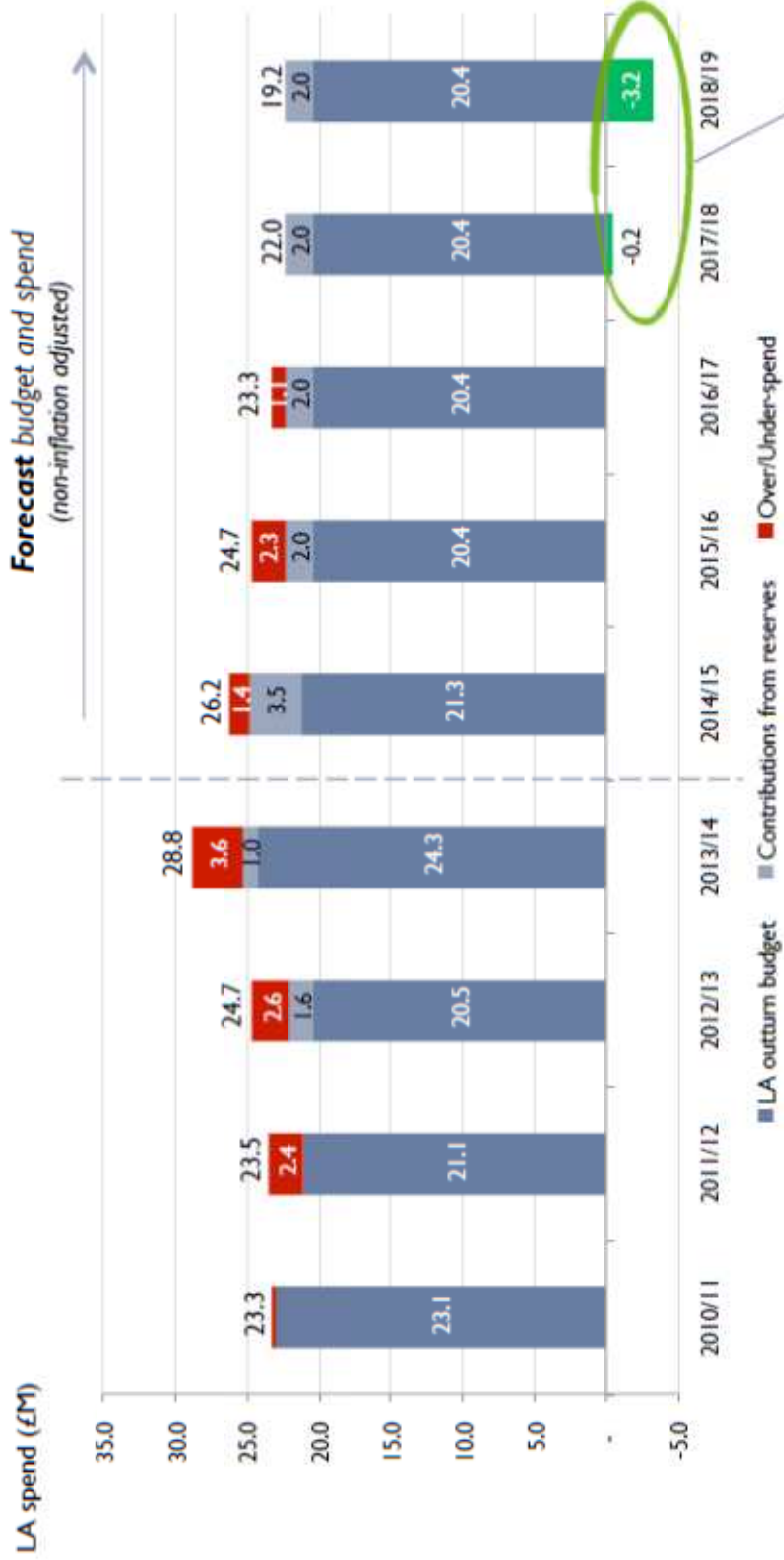
**BACKUP: SPEND ESTIMATES BASED ON LOWER LAC RATE AND
SHIFT IN PLACEMENTS TO IN-HOUSE FOSTERING** 10



Source: Torbay Section 903 returns, DyE Characteristics of LAC, Social Finance analysis

STEP III: USED LAC TARGET TO ESTIMATE FUTURE SPEND

5-year forecast for LA spend



Under-spend forecast to rise to £3.0M by 2018/19

IN THIS YEAR, AIM TO ACHIEVE ~£1.1M SAVINGS FROM EIGHT INITIATIVES

14

	Initiative	Saving (£k) 2014/15 (2 nd half yr)	Saving (£k) 2015/16 (full yr)	Status
Right Child, Right Place, Right Time	LAC population management	£316k	£405.8k	In progress - Weekly Demand and Care Management meetings began from June 1 st . LAC population reduction of 10% over next 2 years.
	Increase and sustain high adoption rates	-	-	In progress - Savings begin to accrue 3-4 years after children adopted. Increased adoption in 2012/13 will generate savings in 2015/16.
	Substitute foster care placements for residential placements	£663k	£869k	Actively in development –through active population management and use of specialist adolescent fostering (Contract Carers)
	Introduce Functional Family Therapy	-	-	In development – further evaluation June-September. Cashable savings begin to accrue in Yr 3
Better Outcomes in the Community	Recruit education social workers	Not cashable	Not cashable	Live (START DATE)
	Increase use of in-house foster carers	£99k	£229k	In progress – introduction of flat fee of £400 pw has led to recruitment of more active in-house foster carers
Efficiency and Effectiveness	Recruit more specialist foster carers for parent & child placements	£31.5k	£74.4k	Actively in development - 1 approved carer and FTE Social Worker with relevant experience
	Recruit more specialist foster carers for disabled child respite placements	-	£50k	In development - Ramp up in 2015. At steady state, savings of c. £106,000. Current spend of disability respite is £326k.
Total		£1,110k	£1,629k	



Appendix 4 - Functional Family Therapy Special Purpose Vehicle Proposal

Report Title: Torbay Council funding to support Torbay Children Services to deliver Functional Family Therapy

Executive Lead Contact Details: Councillor Ken Pritchard, Executive Lead for Children Schools and Families

Report Author: Richard Sutton, Project Manager (Peninsula LIST Project) Torbay Development Agency, for Torbay Children Services.

1. Purpose and Introduction

- 1.1 Torbay Council has the opportunity to advance an ambitious and innovative partnership structure that will deliver a therapeutic intervention for Childrens Services (TCS) across Torbay, which will reduce the risk of children entering the care system.
- 1.2 A dedicated report for Torbay is due to deliver a business case in October 2014 focussing on the delivery of an intervention that has an evidence base indicating a potential range of improved outcomes for families and children on the edge of care living in Torbay and the immediate area.
- 1.3 The report will outline the potential for future cashable savings to TCS and the scope for them to meet outcomes payments to be made to the delivery vehicle.
- 1.4 Torbay Council will have the opportunity to have a minority financial stake in a new delivery vehicle. The existence of this stake during the next stage of development could lever the necessary scale of service and external funding.
- 1.5 In the event that a viable model is then developed a separate approval would be sought from the Council. Although an immediate commitment to the funding is required now it would not be spent until after the service commences, at the earliest April 2015. As an investment the Councils financial commitment would be structured to be repaid over a fixed period.
- 1.6 This proposal seeks to deliver a therapeutic intervention to address entrenched systemic issues within the family, in a way that does not currently exist in Torbay and thereby reduce future costs of children entering the care system.

2. Proposed Decision

- 2.1 The Implementation of Functional Family Therapy (FFT) using a special purpose vehicle (SPV) and the associated set-up costs of approximately £200k funded from corporate reserves.
- 2.2 It is proposed that the sum be allocated to the Torbay Director of Children Services in consultation with the Mayor and the Executive Lead for Children Schools and Families and be authorised to progress negotiations to development the funding model.
- 2.3 The model to be based on the factors outlined in section 4 requiring an additional Council approval to progress to contract.

3. Reason for Decision

- 3.1 The decision needs to be made at this time as TCS has a unique opportunity to benefit from a dedicated piece of research being undertaken by social investment experts Social Finance which is due to report in October 2014.
- 3.2 The opportunity exists for the Council to act on the knowledge, experience and funding it has gained from the Peninsula LIST project.
- 3.3 Early indications show that the viability for this ambitious model is marginal in terms of the level of referrals TCS could make to the service as a single agency and the level of external investment that could be generated. To maximise the potential to lever the necessary scale and funding Torbay Council requires a potential investment stake to promote early funding.
- 3.4 The proposed model is ambitious and potentially innovative. The investment will provide an opportunity to deliver the service to approximately 400 children and their families over the proposed 5 years duration of the service.
- 3.5 The key positive impacts to the residents of Torbay are;
 - TCS will have the opportunity to provide a significant programme it could not otherwise afford.
 - Evidence indicates that the targeted cohort will experience significant improved outcomes with a primary indicator being a reduction in time spent in care. State care is linked to poor outcomes for children and poor outcomes experienced in later life.
 - The intervention has the potential to provide a further range of secondary outcomes to participants such as family cohesion and educational attainment.
 - The programme will be designed to incorporate robust performance management which will enable TCS to track positive outcomes, track cashable savings and pay for successful outcomes.

- The programme has the ambition to provide a 'step down' to local voluntary sector services and the development of a 'Data Capture Platform'.
- The programme is innovative, potentially replicable and groundbreaking. It could be recognised and supported by the Big Lottery Fund's and Cabinet Office's 'Commissioning for Better Outcomes Fund'.

3.6 More traditional models and those options outlined in section 5 will not benefit from the impact outlined in 3.5.

Supporting Information

4. Position

- 4.1 The intervention is an evidence based programme known as Functional Family Therapy (FFT). TCS proposes to integrate FFT into their core service offer, to improve outcomes for children and families living in Torbay and potentially the Torbay & South Devon Care Trust area.
- 4.2 Torbay has a range of services notably to those families in or on the edge of crisis. However the lack of an earlier therapeutic service to target the adolescent dysfunctional family population has been identified by Social Finance as a significant gap. It is this cohort that potentially generates unpredictable high cost care placements.
- 4.3 Based on the data and modelling which has been undertaken it is not a viable option for Torbay Council to build a new internal FFT service due to high cost and risk. Therefore the delivery and funding model seeks to offer the service through an external organisation accredited to deliver FFT. Licensing for FFT is provided via two organisations in the UK & Ireland, however a new licence would be required for Torbay and this stake will facilitate the required investment.
- 4.4 If the service can be generated at the appropriate scale it is likely to be delivered within the boundary of the Torbay & South Devon Care Trust. Although partially outside of the Council's administrative boundary there would be the potential for Torbay to benefit from secondary outcomes such as a reduction in cross border youth offending and the risk of homelessness. Also this wider source of referrals will potentially be on a 'fee for service' basis enhancing the viability of the scheme and mitigating investment risk.
- 4.5 The FFT service would be targeted at families with children at risk of entering care aged between 11 and 15. In 2013 / 14 there were 126 looked after children aged 11 – 15, of whom 47 were new entrants to care. This age group cost Torbay approx £5.2 m last year in care costs alone. As a comparison in 2011 / 12 there were 96 looked after children of whom 26 were new entrants to care.

- 4.6 The proposition to use FFT as an intervention and place it within the existing services offered by Torbay Council has already been approved by TCS. In 2013 Social Finance completed a study across the peninsula authorities for the Peninsula LIST project, including Torbay. This looked at the characteristics of a potential cohort and considered it against a dedicated review of evidence based interventions by the National Childrens Bureau, again commissioned for the project.
- 4.7 The work being currently undertaken by Social Finance is focused on Torbay and will develop the proposed cohort to enter the service and their current baseline risk and potential costs of care. This will then indicate the level of potential cost savings for TCS against which a tariff mechanism can be structured and payments made for future successful outcomes resulting from FFT.
- 4.8 A Social Finance fact sheet outlining FFT is a supporting document. The international evidence for FFT is strong notably from studies in the US. Social Finance is undertaking a study of UK FFT live and proposed schemes including Brighton & Hove and Southwark where early results are encouraging.
- 4.9 It is anticipated that a new Special Purpose Vehicle (SPV) would be created providing the necessary external framework for a funding and delivery model. Advice relating to the development of this structure is being provided by Bevan Brittan through the Peninsula LIST project.
- 4.10 The SPV would be owned by the investors and potentially Torbay Council with this investment stake. The SPV would be responsible for;
- The governance structure.
 - Commissioning the provider to run the accredited FFT service
 - Monitoring performance, income and outcomes payments.
- 4.11 It is anticipated that the SPV will enable the service to operate for a period of approximately 5 years.
- 4.12 Torbay Council has been engaged in the Peninsula LIST project (LIST) since 2011 which is managed by the Torbay Development Agency and funded by the Big Lottery Fund. Part of the project was aimed at developing the business case to implement a model across the 4 peninsula authorities (Torbay, Devon, Plymouth and Cornwall) to deliver an intervention targeted at improving outcomes for children at the margins of care. It was proposed to be funded by the emerging social investment market via a Social Impact Bond model similar to that being operated at Essex Council which incorporates robust performance management and outcomes monitoring. In Essex the intervention Multi Systemic Therapy (MST) is being delivered to a similar cohort. It has not been possible to implement the peninsula model although Cornwall is funding an 'in house' FFT service.

- 4.13 Since May 2014 funding has been secured from the LIST project to develop the business case for a Torbay model. The outline of this business case is to be reported in October.
- 4.14 Early indications are that the viability of this model will be marginal both in terms of the scale to attract external funding (especially via the emerging social investment market) and the number of referrals that TCS could contract into the service over a 5 year period. However the report is expected to indicate the potential level of positive outcomes and cashable savings.
- 4.15 A proposed investment stake in the model in the next stage of development would lever the required scale in the following ways;
- a) Ongoing discussions with local potential referral routes such as CAMHS (Torbay & South Devon care Trust) and neighbouring Children Services.
 - b) Ongoing negotiations with potential provider / investors. The TDA and Torbay Council are managing responses to a recent Prior Information Notice (PIN) submitted to the European Journal seeking to develop the market for organisations that would invest in the model and deliver the service.
 - c) Negotiations with broader funding sources such as social investment
- 4.16 In recent years Torbay Council has been managing increasing numbers of children at risk of entering care. When in care the costs to the authority are high, difficult to estimate and provide a particular problem in decreasing budgets.
- 4.17 If the proposal is implemented either using social investment or through the investor / provider model then the following additional benefits will have been achieved;
- The programme will have been implemented substantially using external finance
 - The substantial risk will be held with the SPV within which Torbay Council will have a minority stake.
 - The model will be innovative and potentially replicable, either in other locations and / or in other service areas where there is a demand for improved outcomes.
 - The programme will provide a legacy to the Peninsula LIST project within which Torbay Council are the lead authority.
 - The Cabinet Office is supporting and encouraging this form of innovative structure. The model has the potential to be recognised within the Cabinet Office's Commissioning for Better Outcomes Fund.

5. Possibilities and Options

- 5.1 The cost of this programme is anticipated to be approximately £2.25m over 5 years. It is probable that traditional internal and departmental finance sources would not fund this opportunity.
- 5.2 The business case being undertaken by Social Finance is exploring a number of options and with the investment stake can both lever other partners producing additional income sources and external funding.
- 5.3 All options gravitate to a new SPV that would be responsible for
- Managing funding sources
 - Governance structure
 - Commissioning the provider of FFT
 - Receiving performance management
 - Receiving a return on the investment when agreed outcomes are achieved and outcomes payments are made by TCS.

This SPV would provide the main advantage that the substantial funding stake would come from an external source. This model will also have a significant emphasis on being outcomes motivated and tracking the success of the service against those families and children that enter the service. The SPV will also be able to focus on other matters such as step down to local services provided by the voluntary sector and investment into a 'Data Capture Platform' that seeks to build an evidence base for earlier intervention.

The option of the SPV also includes a potential 'Investor Provider Model' whereby an external organisation, such as a large charitable children services supplier, partners the Council. Their unique sources of funding would be invested into the model with their return being achieved upon the achievement of successful pre determined outcomes.

- 5.4 Other options include;
- Fee for service. Unless a substantial alternative referral basis can be found this would place a substantial responsibility for the schemes funding on Torbay Council.
 - In house. A new department and staff financed by Torbay Council
 - Hybrid Model. Whereby a service provider covers some of the of an in house service e.g by covering the cost of some of the new therapists.

6. Fair Decision Making

- 6.1 The LIST project has an Equality Impact Assessment.
- 6.2 The structure of the LIST project includes a project board with representatives from each partner authority chaired by the Torbay Council Director of Place. The project

has regularly updated senior finance, legal and Childrens Services officers, including those from Torbay Council.

- 6.3 A sub meeting to the LIST project meets to consider the Torbay only work consisting of representatives of Torbay Council Procurement, Children Services, the Torbay Director for Place and the TDA.
- 6.4 The LIST project incorporates a VCS (Voluntary and Community Sector) Advisory group chaired by the South West Forum and consisting of VCS representatives across the peninsula. The Group have been responsible for many aspects of the LIST project including mapping services and building capacity.
- 6.5 The VCS advisory group commissioned two phases of beneficiary engagement seeking the views of young people with experience of being on the edge of care and the characteristics of the intervention FFT. The work was been undertaken by the organisation Young Devon who will provide assistance to the next stage of the Torbay model to consider and incorporate the views of young people.

7. Public Services (Social Value) Act 2012

- 7.1 The proposal will require the procurement of services.
- 7.2 Torbay Council Procurement are represented on the Torbay sub board to the LIST project
- 7.3 The Social Finance business case reporting in October will set the scene for how a model could improve the social and environmental well being of Torbay
- 7.4 The consultation by Young Devon outlined above provides a form of direct engagement with ultimate beneficiaries.

8. Risks

- 8.1 The proposal is for a minority investment stake in the model with the funding at risk if the intervention is unsuccessful and outcomes payments are not paid back to the SPV. However at this stage there is the potential for a high degree of risk mitigation from the following;
 - If the business case is not viable then the model will not progress to implementation.
 - Torbay Council is making an application to the Big Lottery Fund's and Cabinet Office's joint programme Commissioning for Better Outcomes (CBO) which seeks to support innovative outcomes-based investment. If the application is successful then there is the potential for development funding and possibly a 'top up' to outcomes payments back to investors.

- The improved prospect of a viable model would improve the opportunity for referrals from neighbouring sources such as Devon Council (a partner to the Peninsula LIST project) and CAMHS. These referrals are anticipated to be on a fee for service basis and would provide a low risk return to the SPV.
- A viable and successful service would also provide TCS with its local stakeholders (E.g Check Point) the opportunity to pay the SPV for spot purchase referrals.

8.2 The Peninsula LIST project had a specific requirement that such a model should look to avoid perverse incentives, for example seeking outcomes that encourage the avoidance of care as in certain circumstances care is the best option. Therefore the anticipated metric against which outcomes would be paid would be a tariff mechanism linked to a reduction in the numbers of overall days spent in care for the cohort.

8.3 It should be noted that although the evidence for FFT is strong internationally there is only an emerging evidence base from the UK. FFT has a strong evidence base in the area of criminal justice however the evidence is only emerging for looked after children.

8.4 If the proposal is not implemented;

- Torbay Council will have to attempt to create a model whereby it does not have a stake in the SPV
- TCS will have to look at providing a therapeutic service to families and children aged 11 – 15 substantially using their own resources

Agenda Item 11



Meeting: Council (Mayoral Decision)

Date: 25th September 2014

Wards Affected: Berry Head with Furzeham, St Marychurch

Report Title: Proposed Disposal of Surplus Assets

Executive Lead Contact Details: The Mayor

Supporting Officer Contact Details: Liam Montgomery, Housing & Planning Manager – TDA, Tel: 01803 208720 or email liam.montgomery@tedcltd.com and Patrick Carney, Group Services Manager – Torbay Council, Tel: 01803 207710 or email Patrick.carney@torbay.gov.uk

1. Purpose and Introduction.

1.1. To make individual recommendations relating to the disposal of 2 unused assets to achieve capital receipts and cost savings.

2. Proposed Decision

2.1. That the Mayor be recommended:

2.1.1. That the 2 Assets listed in Appendix 1 be declared no longer required for service delivery and that the Head of Commercial Services be requested to advertise their intended individual disposal in accordance with both the Council's Community Asset Transfer Policy 2008 and where appropriate Section 123(2A) of the Local Government Act 1972.

2.1.2. That, subject to any expressions of interest received from the Community and any objections received to any disposal advertised pursuant to s123 of the Local Government Act 1972, the assets listed in Appendix 1 be individually disposed on such terms as are acceptable to the Executive Head of Commercial Services in consultation with the Chief Executive of Torbay Development Agency.

2.1.3. That the Executive Head of Commercial Services in consultation with the Chief Executive of the Torbay Development Agency be delegated authority to consider any objections received on the advertisement of any of the proposed disposals pursuant to s123 of the Local Government Act 1972

3. Reason for Decision

386 Teignmouth Road, Torquay

- 3.1. Expenditure and repair liability across the Council's assets significantly exceeds available resources.
- 3.2. On behalf of the Council, the Torbay Development Agency (TDA) continues to review the suitability and challenge the present use of assets. Together with Council officers it has considered the asset which is listed in Appendix 1 with a view to reducing running costs and generate capital receipts. These receipts could then be used to support the Council's approved Capital Programme.
- 3.3. The disposal of assets not required for service delivery will enable the capital receipts to be reinvested into the Council's existing capital programme, which will contribute to the Council's objectives.
- 3.4. The reduction of the number of assets held is seen as an important element to achieving a sustainable maintenance regime for future generations.
- 3.5. The asset was retained by the Council to allow possible Strategic highway improvements. After further investigation this is no longer an option and therefore the asset is no longer required.

Site at Bolton Cross, Brixham

- 3.5 The land was acquired to allow the road to be widened improving the capacity of the junction and air quality. The land proposed for disposal is outside of the area needed for road widening and, therefore, of no use to the highway authority.
- 3.6 The remaining land would become a maintenance liability for the Council.
- 3.7 Use of the land to provide a building at this arrival point will improve the visitor.

4. Supporting Information

386 Teignmouth Road, Torquay

- 4.1. The Capital Strategy is approved by the Council each year and provides that funding for the Capital Programme will be met in part from asset disposal.
- 4.2. The Corporate Asset Management Plan which is approved by the Council each year provided that the Council would adhere to the following guiding principles in the management of its assets:
 - 4.2.1.1. To continuously maintain and improve assets;
 - 4.2.1.2. To release value and minimise cost by challenging and reviewing the manner and use of assets;
 - 4.2.1.3. To periodically review all assets to identify possible alternative use or disposal;
 - 4.2.1.4. To ensure that disposals are effectively managed; and
 - 4.2.1.5. To monitor running costs to target potential savings.
- 4.3. Once an asset has been declared surplus then the Community is given an opportunity to lease it through the Council's Community Asset Transfer Policy.

- 4.4. When an asset is considered to be available for sale, either with or without planning consent, an external agent or auctioneer (as deemed appropriate) will be instructed to sell the asset in accordance with Council Standing Orders.

Site at Bolton Cross, Brixham

- 4.6 The Bolton Cross junction is identified as an air quality management area and the Council have a statutory duty to have an improvement plan in place to improve air quality. In implementing this plan the Highway Authority procured the original building to allow the road to be widened and the junction capacity to be increased.
- 4.7 The size of the original property is larger than that required for the road widening and so it is proposed that the remaining land is sold to allow a developer to provide a building which would contain two shops on the ground floor and two flats above.
- 4.8 The site has planning permission and building regulations approved and the intention is to make the site available for sale through auction with a requirement that construction will commence within a short period followed by the road widening.

5. Possibilities and Options

Site at Bolton Cross, Brixham

- 5.1. The Council could choose to construct the new building and then sell or let the property. This would put the risk of the construction costs on the Council.
- 5.2. The land could be retained as public highway. However the Council would have to construct a permanent structure to support the existing gable end.

6. Equal Opportunities

- 6.1. An Equality Impact Assessment has been published in respect of these proposals and is attached to this report as Appendix 2

7. Public Services (Social Value) Act 2012

- 7.1. Where deemed appropriate architects will be employed to obtain an alternative planning consent and external agents / auctioneers (as appropriate) will be appointed to effect a disposal.

8. Consultation

386 Teignmouth Road, Torquay

- 8.1. Disposal of 386 Teignmouth Road has been discussed and approved at the Strategic Land Task Group

Site at Bolton Cross, Brixham

- 8.2. Discussed and approved at CAMT, Strategic Land Task Group and SCOPE

- 8.3. The proposals have planning permission and were subject to statutory consultation.

9. Risks

386 Teignmouth Road, Torquay

- 9.1. The asset has been identified as not required for service as one of several initiatives to provide additional funding to tackle the urgent land and building backlog maintenance liability and provide receipts for the Capital Programme. Inevitably, there may be some objections to the disposal of some of the asset identified. Failure to consult adequately may lead to abortive disposal work should some of the disposals not proceed. This risk has been mitigated by consulting adequately and by advertising prior to any marketing taking place.

Site at Bolton Cross, Brixham

- 9.2. The site is very restricted and requires work to commence within a short period. A buyer may not be found for the site. This risk has been mitigated by already acquiring planning permission and building regulation plans for the site which demonstrates the viability of the project to perspective developers.

10. Appendices

- 10.1. Appendix 1 Schedule of assets to be declared surplus.
- 10.2. Appendix 2 Equalities Impact Assessment
- 10.3. Appendix 3 EM2461 – site at Bolton Cross, Brixham
- 10.4. Appendix 4 EM1076 – 386 Teignmouth Road, Torquay

11. Additional Information

- 11.1. None

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Appendix 1

Forward plan info for September 2014 Council Meeting

Site	Asset Ref	Asset Name	Ward	Plan Ref	Approx Area	Description	Comments
1	B0140	Site at Bolton Cross, Brixham	Berry Head with Furzeham	EM2461	79m ²	Open Land	The land has planning permission and building regulations approval for the construction of a property containing two shops with two flats above.
2	T1343	386 Teignmouth Rd, Torquay	St Marychurch	EM1076		Single storey dwelling	Property is being handed back to the Council from Westward Housing. Highways confirmed the site is no longer needed and is no longer required for service delivery.

Equality Impact Assessment (EIA):

Name of Report/Proposal/Strategy:	Proposed Disposal of Surplus Assets
Name (Key Officer/Author):	Liam Montgomery
Position:	Asset Disposals
Date:	4 th September 2014
Business Unit:	T.D.A
Tel:	01803 208720
Email:	Liam.montgomery@tedcltd.com

Since the Equality Act 2010 came into force the council has continued to be committed to ensuring we provide services that meet the diverse needs of our community as well as ensure we are an organisation that is sensitive to the needs of individuals within our workforce. This Equality Impact Assessment (EIA) has been developed as a tool to enable business units to fully consider the impact of proposed decisions on the community.

This EIA will evidence that you have fully considered the impact of your proposal / strategy and carried out appropriate consultation with key stakeholders. The EIA will allow Councillors and Senior Officers to make informed decisions as part of the council's decision-making process.

Relevance Test – ‘A Proportionate Approach’

Not all of the proposals or strategies we put forward will be ‘relevant’ in terms of the actual or potential impact on the community in relation to equality and vulnerable groups. For instance, a report on changing a supplier of copier paper may not require an EIA to be completed whereas a report outlining a proposal for a new community swimming pool or a report proposing a closure of a service would.

Therefore before completing the EIA please answer the following questions. If you answer ‘yes’ to any of the questions below you must complete a full EIA.

1)	Does this report relate to a key decision?	Y <input type="checkbox"/>	
2)	Will the decision have an impact (i.e. a positive or negative effect/change) on any of the following: <ul style="list-style-type: none"> • The Community (including specific impacts upon the vulnerable or equality groups) • Our Partners • The Council (including our structure, ‘knock-on’ effects for other business units, our reputation, finances, legal obligations or service provision) 	Y <input checked="" type="checkbox"/> Y <input type="checkbox"/> Y <input checked="" type="checkbox"/> N <input type="checkbox"/> N <input checked="" type="checkbox"/> N <input type="checkbox"/>	

Section 1: Purpose of the proposal/strategy/decision

No	Question	Details
1.	Clearly set out the purpose of the proposal	That 2 Council Real Estate Assets be declared no longer required for service delivery and that subject to any expressions of interest received under the Council's agreed Community Asset Transfer the Assets be individually disposed in due course. All assets are either vacant or previous Council services have been discontinued. The assets are: <ul style="list-style-type: none"> • 386 Teignmouth Road, Torquay • Site at Bolton Cross, Brixham
2.	Who is intended to benefit / who will be affected?	The disposal of assets not required for service delivery will enable the capital receipts to be reinvested into the Council's existing capital programme, and save ongoing repair and maintenance costs which will contribute to the Council's objectives and therefore benefiting the residents of Torbay.
3.	What is the intended outcome?	That 2 Council Real Estate Assets be declared no longer required for service delivery, and subject to any Expressions of Interest under the Council's Community Asset Transfer Policy 2008, and other representations received, the disposal of the assets be progressed to supply the Council with a Capital receipt.

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Section 2: Equalities, consultation and engagement

Torbay Council has a moral obligation as well as a duty under the Equality Act 2010 to eliminate discrimination, promote good relations and advance equality of opportunity between people who share a protected characteristic and people who do not.

The **equalities, consultation and engagement** section ensures that, as a council, we take into account the Public Sector Equality Duty at an early stage and provide evidence to ensure that we fully consider the impact of our decisions / proposals on the Torbay community.

Evidence, consultation and engagement

No	Question	Details
4.	Have you considered the available evidence?	The effective use of assets is a key factor in delivering to the community of Torbay and the objectives and priorities they have set for the Council. The Councils Corporate Asset Management Plan (CAMP) 2013-2017 sets out the strategies to achieve the

No	Question	Details
		<p>most efficient use of assets.</p> <p>The principle aim of the CAMP is to ensure that the opportunity cost of financial resources tied up in land and buildings is minimised, and that capital and revenue expenditure on the portfolio is directed efficiently and effectively to provide value for money.</p>
5.	How have you consulted on the proposal?	The proposals for Bolton Cross have been approved by planning and was subject to the statutory consultation.
6.	Outline the key findings	Any comments or observations on the proposals received will be reported to Members in an additional briefing document for consideration at the meeting on 1st May 2014.
7.	What amendments may be required as a result of the consultation?	In reaching a decision on the proposals, the Mayor will consider any comments or observations received and if appropriate amend the proposals.

Positive and negative equality impacts

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No	Question	Details						
8.	Identify the potential positive and negative impacts on specific groups	Consideration of any impact on specific groups has been considered and is reported below.						
	All groups in society generally	<table border="1"> <thead> <tr> <th data-bbox="948 896 979 1120">Positive Impact</th> <th data-bbox="948 1120 979 1344">Negative Impact</th> <th data-bbox="948 1344 979 2201">Neutral Impact</th> </tr> </thead> <tbody> <tr> <td data-bbox="979 896 1276 1120"> <p>Capital receipt to help fund the agreed Capital Plan.</p> <p>Reduction of Council maintenance costs.</p> <p>Improved use of underused Council resources.</p> <p>Improved visual amenity.</p> <p>Provision of Community space.</p> </td> <td data-bbox="979 1120 1276 1344">Limited loss of open amenity area</td> <td data-bbox="979 1344 1276 2201"></td> </tr> </tbody> </table>	Positive Impact	Negative Impact	Neutral Impact	<p>Capital receipt to help fund the agreed Capital Plan.</p> <p>Reduction of Council maintenance costs.</p> <p>Improved use of underused Council resources.</p> <p>Improved visual amenity.</p> <p>Provision of Community space.</p>	Limited loss of open amenity area	
Positive Impact	Negative Impact	Neutral Impact						
<p>Capital receipt to help fund the agreed Capital Plan.</p> <p>Reduction of Council maintenance costs.</p> <p>Improved use of underused Council resources.</p> <p>Improved visual amenity.</p> <p>Provision of Community space.</p>	Limited loss of open amenity area							
	Older or younger people	There is no differential impact on						

No	Question	Details
		Older or younger people with regard to this proposal.
	People with caring responsibilities	There is no differential impact on People with caring responsibilities with regard to this proposal.
	People with a disability	There is no direct differential impact on People with a disability with regard to this proposal.
	Women or men	There is no differential impact on Women or men with regard to this proposal.
	People who are black or from a minority ethnic background (BME)	There is no differential impact on People who are black or from a minority ethnic background (BME) with regard to this proposal.
	Religion or belief (including lack of belief)	There is no differential impact on Religion or belief (including lack of belief) with regard to this proposal.
	People who are lesbian, gay or bisexual	There is no differential impact on People who are lesbian, gay or bisexual with regard to this proposal.
	People who are transgendered	There is no differential impact on People who are transgendered with regard to this proposal.
	People who are in a marriage or civil partnership	There is no differential impact on People who are in a marriage or civil partnership with regard to this proposal.

No	Question	Details	
	Women who are pregnant / on maternity leave		There is no differential impact on Women who are pregnant / on maternity leave with regard to this proposal.
	Socio-economic impacts (including impact on child poverty issues and deprivation)	<p>The 2 Council Real Estate Assets that are being declared no longer required for service delivery will be subject to expressions of Interest under the Council's Community Asset Transfer Policy 2008. The disposal of assets will enable the capital receipts to be reinvested into the Council's existing capital programme, which will contribute to the Council's objectives and therefore benefiting the residents of Torbay.</p> <p>There is also a link to the future use of these sites being used to improve the visual amenity of some of the assets and will therefore enhance the value to the community and assist in social cohesion.</p>	
9.	Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and / or foster good relations?	It is considered that the improvement of the visual amenity of some of these assets will enhance the value to the Community.	

Section 3: Steps required to manage the potential impacts identified

No	Action	Details
10.	Summarise any positive impacts and how they will be realised most effectively?	It is considered that the improvement of the visual amenity of some of these assets will enhance the value to the Community. The receipt of a Capital sum if assets are sold will assist in the provision of agreed expenditure under the Capital Plan.
11.	Summarise any negative impacts and how these will be managed?	

Section 4: Recommended course of action

No	Action	Details
12.	State a recommended course of action [please refer to action after section 5]	Outcome 1: No major change required - EIA has not identified any potential for adverse impact in relation to equalities and all opportunities to promote equality have been taken.

Section 5: Monitoring and action plan

No	Action	Details
13.	Outline plans to monitor the actual impact of your proposals	The proposal is only to obtain approval from the Mayor to confirm the assets are no longer required for service delivery. If agreed, there will be ongoing discussions with Community Partnerships and Third Parties to ensure there is no negative impact to these proposals.

Please use the action plan below to summarise all of the key actions, responsible officers and timescales as a result of this impact assessment

Action plan

Please detail below any actions you need to take:

No.	Action	Reason for action / contingency	Resources	Responsibility	Deadline date
1	Receive, and consider any objections comments and observations from Consultees.	To ensure all interested parties' views are considered prior to consideration of Report.	TDA		
2	If proposal agreed, to ensure 'Expressions of Interest' are sought under the Councils Community Asset Transfer protocol.	To comply with the Council's agreed Community Asset Transfer protocol.	TDA		1 st October 2014

Agenda Item 11

Appendix 3



EM Plan No: EM2461
 Date: 1st September 2014
 Title: Site at Bolton Cross, Brixham

Asset No: B0140
 LR Title No: DN262159
 Scale: 1:1250
 Area: 79.4m²



Agenda Item 11 Appendix 4



Title: 386, Teignmouth Road, Torquay

EM Plan No: EM1076

Asset No: T1343

Date: 14th May 2008

Scale: 1:1250

FINANCE DIRECTORATE - ESTATES SERVICE











Agenda Item 12



Meeting: Torbay Council

Date: 25 September 2014

Wards Affected: All

Report Title: Proposal for Torbay Council to make the pledge as a Time To Change Mental Health Champion Organisation

Is the decision a key decision? No

When does the decision need to be implemented? After the call-in period has expired

Executive Lead Contact Details: Chris Lewis, Public Health Executive Lead, chris.lewis@torbay.gov.uk and Neil Bent, Mental Health Champion, neil.bent@torbay.gov.uk

Supporting Officer Contact Details: Gerry Cadogan, Public Health Principal, Tel:07825 861780, gerry.cadogan@torbay.gov.uk

1. Purpose and Introduction

Mental Health is a key factor to overall health, and is 'a state of wellbeing in which every individual realises his or her potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community'. (World Health Organisation, 2013)

1 in 4 people will experience mental health problems in a year, and most people will have worked with someone experiencing mental health problems.

Stigma and discrimination towards mental health problems damages the individual, family, workplace and the community, and prevents people from discussing the issue, and increasing awareness.

Time to Change is a national mental health initiative supported by the Department of Health. It aims to tackle the stigma and discrimination around mental health. In January 2014, Dr Sarah Wollaston opened the Torbay Public Health Seminar by discussing her experience of mental health problems, and supported the Time to Change organisation in their fight to challenge and eliminate the stigma surrounding mental health issues. At the same event, the Director of Time To Change, Sue Baker, discussed how innovative Torbay was in picking up the challenge, and identified that should Torbay Council agree to sign up to the pledge, they would be amongst the first Local Authorities to join the variety of Government Departments (such as Home Office, DEFRA), HM Revenue and Excise, and businesses such as Marks and Spencer and John Lewis, to make the pledge to challenge the stigma of mental health.

The **Time to Change pledge** is a commitment that each Local Authority is asked to take, and many have already done so. (Birmingham City Council, Westminster Council, Dorset County Council, Liverpool City Council).

The **Time to Change pledge** requires a commitment to reducing stigma and discrimination around mental health. Stigma prevents people from discussing their problems, and can result in increased absence from work, relationship difficulties and even suicides. As one in four people nationally will experience mental health problems in any one year, providing a supportive approach to this may prevent more serious problems

The Time to Change pledge, in addition to changing attitudes to mental health, will require Torbay Council to develop a Mental Health Action Plan, which will benefit its staff, and the Torbay community. It provides a framework for the Torbay Emotional Health and Wellbeing Strategy which is currently being developed, and which intends to put Torbay at the forefront of initiatives supporting the emotional wellbeing of staff, and the community of Torbay.

2. Proposed Decision

- 2.1 That Council commits to agreeing to make a pledge which will benefit staff and the population of Torbay, by challenging the stigma and negative attitudes surrounding mental health. This commitment can then be fed up to the Time to Change initiative and Torbay Council will be seen as a forward-thinking organisation with a commitment to its staff and population.

Agreeing to take the Time To Change pledge means agreeing that people with mental health problems (and that is 1 in 4 within a year), should not be afraid to talk about their issues, just like anyone with asthma or diabetes.

2.2 Reason for Decision

Committing to signing up to this pledge will mean that the Council will support the development of an Mental Health Action Plan which aims to:

- Reduce the stigma surrounding mental health problems in the workplace;
- Support a positive model of mental health and wellbeing for all Adults, Young People and Children's Services.

Supporting Information

3. Position

- 3.1 Ensuring good mental health amongst the population is a great deal more than the absence of mental ill-health. Mental health impacts not only on an individual, but on families, workplaces, and communities.
- 3.2 Stigma and discrimination has a profound impact on the lives of people with mental health problems. It is unsurprising that people who do have a mental health problem are often unwilling to disclose it or talk about it.
- 3.3 In 2011, the Government published its mental health strategy, '*No health without mental health*'. Central to this is changing the attitudes around mental health which develop into stigma and discrimination, and prevent accepting that mental health problems are experienced by most people at some point in their life.

4. Possibilities and Options

- 4.1 Committing to this pledge, and achieving the support of the national 'Time To Change' team in doing so, will provide Torbay Council with the local and national status which will benefit it taking further action to support positive mental health in Torbay.

5. Fair Decision Making

- 5.1 The Torbay Health and Wellbeing Board members unanimously agreed to propose this action to the Council at the 12 February 2014 meeting.

6. Public Services (Social Value) Act 2012

Not applicable

7. Risks

Not agreeing to this proposal will impact on the credibility of the Council in terms of its visible commitment to mental health and wellbeing.

This will impact on the perception of the Council as an employer.

Appendices

Appendix 1 – Equality Impact Assessment

Background Information

- 1 No Health without Mental Health: HM Government, 2011
- 2 Happiness: The Eternal Pursuit, 2012/13 Annual DPH report, Brighton and Hove City Council
- 3 Key Facts and Trends in Mental Health, NHS Confederation, January 2014
- 4 Closing the Gap,: Priorities for essential change in mental health. January 2014.

Equality Impact Assessment (EIA):

Name (Key Officer/Author):	Gerry Cadogan	Business Unit:	Public Health
Position:	Public Health Principal	Tel:	07825 861780
Date:	4 September 2014	Email:	Gerry.cadogan@torbay.gcsx.gov.uk

Since the Equality Act 2010 came into force the council has continued to be committed to ensuring we provide services that meet the diverse needs of our community as well as ensure we are an organisation that is sensitive to the needs of individuals within our workforce. This Equality Impact Assessment (EIA) has been developed as a tool to enable business units to fully consider the impact of proposed decisions on the community.

This EIA will evidence that you have fully considered the impact of your proposal / strategy and carried out appropriate consultation with key stakeholders. The EIA will allow Councillors and Senior Officers to make informed decisions as part of the council's decision-making process.

Executive Lead / Head Sign off:

Executive Lead(s)	Executive Head:	Neil Bent
Chris Lewis	Date:	4 Sept 2014

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Relevance Test – ‘A Proportionate Approach’

Not all of the proposals or strategies we put forward will be ‘relevant’ in terms of the actual or potential impact on the community in relation to equality and vulnerable groups. For instance, a report on changing a supplier of copier paper may not require an EIA to be completed whereas a report outlining a proposal for a new community swimming pool or a report proposing a closure of a service would.

Therefore before completing the EIA please answer the following questions. If you answer ‘yes’ to any of the questions below you must complete a full EIA.

1)	Does this report relate to a key decision?	✓	Y <input type="checkbox"/>	N <input type="checkbox"/>
2)	Will the decision have an impact (i.e. a positive or negative effect/change) on any of the following: <ul style="list-style-type: none"> • The Community (including specific impacts upon the vulnerable or equality groups) • Our Partners • The Council (including our structure, ‘knock-on’ effects for other business units, our reputation, finances, legal obligations or service provision) 	✓	Y <input type="checkbox"/>	N <input type="checkbox"/>
		✓	Y <input type="checkbox"/>	N <input type="checkbox"/>
		✓	Y <input type="checkbox"/>	N <input type="checkbox"/>

Section 1: Purpose of the proposal/strategy/decision

No	Question	Details
1.	Clearly set out the proposal and what is the intended outcome?	<p>Time to Change is a national mental health initiative supported by the Department of Health. It aims to tackle the stigma and discrimination around mental health. The Time to Change pledge requires a commitment to reducing stigma and discrimination around mental health.</p> <p>Mental Health is a key factor to overall health, and is 'a state of wellbeing in which every individual realises his or her potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community'. (World Health Organisation, 2013)</p> <p>1 in 4 people will experience mental health problems in a year, and most people will have worked with someone experiencing mental health problems.</p> <p>Stigma and discrimination towards mental health problems damages the individual, family, workplace and the community, and prevents people from discussing the issue, and increasing awareness.</p> <p>The Time to Change pledge, in addition to changing attitudes to mental health, will require Torbay Council to develop a Mental Health Action Plan, which will benefit its staff, and the Torbay community. It provides a framework for the Torbay Emotional Health and Wellbeing Strategy which is currently being developed, and which intends to put Torbay at the forefront of initiatives supporting the emotional wellbeing of staff, and the community of Torbay</p>
2.	Who is intended to benefit / who will be affected?	<p>Approving this paper will allow work to develop in Torbay on reducing the stigma and discrimination relating to mental health issues, in terms of raising the profile of mental health and wellbeing amongst Councillors, staff and the people of Torbay.</p>

Section 2: Equalities, consultation and engagement

Torbay Council has a moral obligation as well as a duty under the Equality Act 2010 to eliminate discrimination, promote good relations and advance equality of opportunity between people who share a protected characteristic and people who do not.

The **equalities, consultation and engagement** section ensures that, as a council, we take into account the Public Sector Equality Duty at an early stage and provide evidence to ensure that we fully consider the impact of our decisions / proposals on the Torbay community.

Evidence, consultation and engagement

No	Question	Details
3.	Have you considered the available evidence?	
4.	How will / have you* consulted on the proposal?	A conference was held in January 2014 with high profile speakers and professionals, staff and users from the mental health communities. The Health and Wellbeing Board were consulted and approved this in 2014. This was circulated to the Conservative group in July 2014
5.	Outline the key findings	All these groups support this proposal
6.	What amendments may be required as a result of the consultation?	No amendments were proposed?

Positive and negative equality impacts **TO BE UPDATED ONCE CONSULTATION UNDERTAKEN**

No	Question	Details	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
7.	Identify the potential positive and negative impacts on specific groups	<i>It is not enough to state that a proposal will affect everyone equally. There should be more in-depth consideration of available evidence to see if particular groups are more likely to be affected than others – use the table below. You should also consider workforce issues. If you consider there to be no positive or negative impacts use the 'neutral' column to explain why. EVERY BOX MUST BE COMPLETED – if there is no impact please state either 'No Positive Impact' or 'No Negative Impact'.</i>			

Question		Details		
No	Older or younger people	This will affect their ability to discuss issues without discrimination	No negative impact	Apathy would be damaging
	People with caring Responsibilities	This would give them more ability to admit to their problems without implications	No negative impact	
	People with a disability	This will enable equal parity between physical and mental health	No negative impact	
	Women or men	Men are less likely to talk about their emotional health, this may help	No negative impact	
	People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	Mental health problems are high amongst Protected Characteristic Groups-often not discussed due to stigma	No negative impact	
	Religion or belief (including lack of belief)	Again, mental health problems are often seen as a lack of belief/weakness. This causes stigma.	No negative impact	
	People who are lesbian, gay or bisexual	Mental health problems are very high amongst people in this group due to them often being stigmatised due to their sexuality	No negative impact	
	People who are transgendered	As above	No negative impact	
	People who are in a marriage or civil partnership	There is no difference here to any other people	No negative impact	
	Women who are pregnant / on maternity leave	Mental health problems are a high risk factor for this group (postnatal depression)	No negative impact	
	Socio-economic impacts (Including impact on child poverty issues and	Socioeconomic factors and the wider determinants of health are major risks for mental health	No negative impact	

No		Question	Details
		deprivation) Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	problems
8.		Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	Potentially improved access to mental health support for staff
8b		Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	Potentially improved opportunities for staff with mental health problems to have increased employment opportunities

Section 3: Mitigating action *TO BE UPDATED ONCE CONSULTATION UNDERTAKEN*

No	Action	Details
9.	Summarise any negative impacts and how these will be managed?	Comments, personal views and misconceptions are rife in terms of mental health. Approving this will make a start in challenging this

Section 4: Monitoring *TO BE UPDATED ONCE CONSULTATION UNDERTAKEN*

No	Action	Details
10.	Outline plans to monitor the actual impact of your proposals	Discussions, surveys, consultations, feedback from managers and individuals

Section 5: Recommended course of action **TO BE COMPLETED WHEN ALL SECTIONS COMPLETE AND EIA FINALISED**

No	Action	Outcome	Tick ✓	Reasons/justification for recommended action
11.	<p>State a recommended course of action Clearly identify an option and justify reasons for this decision. The following four outcomes are possible from an assessment (and more than one may apply to a single proposal). Please select from the 4 outcomes and justify the reasons for your decision</p>	<p>Outcome 1: No major change required - EIA has not identified any potential for adverse impact in relation to equalities and all opportunities to promote equality have been taken</p> <p>Outcome 2: Adjustments to remove barriers – Action to remove the barriers identified in relation to equalities have been taken or actions identified to better promote equality</p> <p>Outcome 3: Continue with proposal - Despite having identified some potential for adverse impact / missed opportunities in relation to equalities or to promote equality. Full justification required, especially in relation to equalities, in line with the duty to have 'due regard'.</p> <p>Outcome 4: Stop and rethink – EIA has identified actual or potential unlawful discrimination in relation to equalities or adverse impact has been identified</p>	<p>✓</p> <p>✓</p>	<p>Approving this will enable a start to be made to reducing the inequalities in mental health</p>



Meeting: Council

Date: 25th September 2014

Wards Affected: All Wards

Report Title: Torbay's Cultural Strategy ENJOY, TALK, DO, BE...

Is the decision a key decision? Yes

When does the decision need to be implemented? September 2014

Executive Lead Contact Details: Cllr Dave Butt, Executive Lead for Culture
(dave.butt@torbay.gov.uk)

Supporting Officer Contact Details: Sue Cheriton Executive Head of Residents and Visitor Services (sue.cheriton@torbay.gov.uk)

1. Purpose and Introduction

1.1 The initial impetus for the cultural strategy was a requirement from Arts Council England for a strategic framework to underpin any future investment in Torbay's arts, museums and libraries sector and its contribution to economic and social development.

1.2 In response to this, Torbay Development Agency commissioned a consultancy funded by Arts Council to develop a framework to encompass the whole of the cultural sector in Torbay.

1.3 The overall aim of the strategy was to harness the value of culture and all the benefits it brings, within the context of positively addressing the post recession context and planning for a sustainable future.

1.4 The Department for Culture, Media and Sport (DCMS) defines culture and the cultural sector in the following ways:

Culture is an inclusive concept that embraces a wide variety of activities, places, values and beliefs that contribute to a sense of identity and well being for everyone in our communities. It is about our way of life and our quality of life. Cultural values include shared experiences and memories, our diverse backgrounds and what we consider valuable to pass on to future generations.

1.5 The cultural sector comprises:

- the performing and visual arts, craft and fashion
- media, film, television, video and language
- museums, artefacts, archives and design

- libraries, literature, writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports participation, events, facilities and development
- parks, open spaces, wildlife habitats, water environment and countryside recreation
- children's play, playgrounds and play activities
- tourism, festivals and attractions
- informal leisure pursuits (eg walking, shopping, gardening)

1.6 Following a period of intense consultation with cultural practitioners from all sectors, key stakeholders, funding agencies and local community leaders, a high level strategic Cultural Strategy has been developed to meet the aspirations of Torbay over the next 10 years. The Strategy provides an overall framework, supporting and linking to individual cultural sector strategies (e.g. for arts, heritage, tourism, sport etc) and other key strategies (e.g. Torbay's Community Plan and Local Plan) in its focus on what can be achieved through joined-up working and collaboration.

2. Proposed Decision

- i) That the Council approve ENJOY, TALK, DO BE - A cultural strategy for Torbay and its communities 2014-2024 and adopt the strategy as part of the Council's Policy Framework.
- ii) authority be delegated to the Executive Lead for Culture and Arts for the development of a cultural sector led Culture Board which will act as a catalyst for partners to engage with the strategy across the sector and develop funding options for the implementation of the aims and objectives.

3. Reason for the Decision

3.1 Torbay Council in 2012 was identified by the Arts Council as a priority area for investment in the South West due to the low levels of engagement and infrastructure compared to other parts of the region. The Arts Council acknowledged Torbay was ambitious and committed to cultural activity however believed that a strategy was required to provide a framework to meet the desire to do more, innovate and be more inclusive of the community before further funding could be invested.

3.2 The Arts Council supported the model of an independent Culture Board to oversee delivery of the strategy, providing representative coverage of key areas eg culture, education, youth, business etc., and also attended by key stakeholders including regional cultural agencies. Strategic Funds held by the Arts Council have been ring fenced to Torbay till late 2015 to help develop programmes around the strategy delivery plan and for the development of the Torbay Culture Board.

3.3 To ensure that the Torbay Cultural sector can take advantage of this funding allocation, it is important that the strategy should be adopted and the Culture Board established as soon as possible.

4. Summary

4.1 The Strategy in summary:

ENJOY, TALK, DO, BE - a cultural strategy for Torbay and its communities 2014-2024
Vision

Torbay: a landscape of culture - *quality of life and opportunity enjoyed by all in a 21st century coastal location 400 million years in the making*

4.2 Context

While everyone recognises the developing range and richness of cultural experiences on offer in Torbay, there is also a desire to tackle some key challenges, including a lack of awareness of that offer; low expectations and aspirations affecting engagement and participation; and the need for better coordinated and effective marketing.

4.3 The strategy ambitions

Enjoy... enabling more people to take pleasure from cultural activities

Talk... encouraging positive exchange to share, reflect on and enhance our cultural offer

Do... inspiring more people to shape and make their own cultural experiences

Be... celebrating the uniqueness of Torbay's cultural past, present and future

4.4 The strategy principles

People first: residents, visitors, practitioners and businesses all benefitting from and contributing to a vibrant cultural life

Pride of place: caring for our buildings, neighbourhoods, town centres, coast and countryside in the unique environment of the English Riviera Global Geopark

Joined up working: connecting, complementing and collaborating on development and change for a sustainable future

4.5 The strategy aims and objectives

One: to increase engagement and participation in cultural opportunities in Torbay

- build from the community as well as bringing in new and diverse experiences
- support creative and cultural learning
- harness the health and wellbeing benefits of culture

Two: to maximise the distinctive natural and built cultural assets of Torbay:

- protect, enhance and utilise cultural places and spaces for culture

- develop a year-round season-based rhythm of cultural events
- contribute to safe and sustainable living, working and visiting

Three: to ensure cultural development is a key contributor to economic and social development in Torbay:

- strengthen support for the creative and cultural economy and the benefits it brings
- share knowledge, skills and resources to diversify and grow the income base
- make links to and culture proofing other policies, strategies and plans

4.6 How will this be delivered?

A new **Torbay Culture Board**, supported by an executive post, will oversee implementation of **Enjoy, talk, do, be** and the accompanying rolling **Three year Delivery Plan**. The **Delivery Plan** shows how the actions of the Culture Board and partners deliver the strategy aims. It will be reviewed and updated every year, ensuring the overarching strategy ambitions remain relevant in a changing world, not least as different delivery partners may emerge.

The Board will comprise independent members appointed through an open recruitment process and representing key areas and interests, with local and regional policy and funding agencies in attendance.

There will also be a **Torbay Culture Forum** – open to all with an interest and stake in cultural development in the Bay. This will meet regularly on key cross sector topics, as well as offering networking opportunities and ensuring that the strategy remains grounded, with the Board focused on its work.

Board and Forum members will nominate **Torbay Culture Ambassadors** – enthusiasts and advocates of culture, from taxi drivers to housing officers to local cultural celebrities – to champion culture with their colleagues, customers and communities.

4.7 The impact of the strategy

Members of the public being creators and organisers as well as consumers of culture...

Cultural practitioners and organisations thriving in a better connected, more mutually supportive environment, taking and making new opportunities...

Public service providers accomplishing the positive outcomes they need to achieve, from people's engagement and participation in culture...

Voluntary, community and social enterprises incorporating cultural activities in their work and signposting people to other cultural provision...

Businesses promoting the cultural offer to clients, providing space and sponsorship for cultural activity and advocating the value culture brings to prospective inward investors...

Regional agencies and funding bodies appreciating the wider context of Torbay's strategic approach to cultural development when making policy and funding decisions...

Investors gaining a range of returns being associated with a unique landscape of culture...

Supporting Information

5. Position

- 5.1 The funding of the cultural sector is under pressure more than ever before. With local authorities including Torbay finding that investment in discretionary services are severely under pressure, there is a need to look for other means of funding through the development of collaborative and cross sector partnerships.
- 5.2 It is acknowledged nationally that as well as the intrinsic value of cultural experience, engagement and participation in culture can contribute to community cohesion, reduce social exclusion and isolation, and make communities feel safer and stronger. It has other benefits such as employability through engagement and volunteering, and supports health and well being of the community at large.
- 5.3 Culture in Torbay particularly is also a key driver for the tourism economy, providing exciting things to do and experience. Torbay has a rich heritage and a wealth of cultural events that is one of the keys to attracting visitors back every year and to encourage new visitors to the resort.
- 5.4 Without adopting a new strategy, with an embedded governance and leadership then new funding will not be attracted to Torbay. There is a wealth of talent in Torbay which can be harnessed to work collaboratively to ensure culture remains a key part of the life of its residents and visitors.
- 5.5 The new strategy will ensure there is renewed focus on what makes Torbay special and will support the local community as well as the cultural sector in delivering an improved and exciting cultural offer across the bay.

6. Possibilities and Options

- 6.1 To adopt Enjoy, talk, do, be as Torbay's Cultural Strategy and support the development of Culture Board to oversee the co-ordination of partners, making existing activity sustainable, and drive new initiatives.
- 6.2 Not to adopt the Strategy which may lead to lack of additional funding being available to the cultural sector in the next few years.
- 6.3 The preferred option is to adopt the Enjoy, Talk, Do BeCultural Strategy to enable partners to develop a new Culture Board to take forward the next stage of the development and ensure funding is secured from the key agencies like Arts Council England, Heritage Lottery Fund, and European Agencies.

7. Fair Decision Making

- 7.1 In drawing up this cultural strategy, there has been extensive consultation with 95 individuals representing a wide range of cultural sector organizations, community groups and stakeholders. This included:
- 46 face to face interviews (30 with set questions, 16 customised)
 - 23 interviews over the telephone (6 with set questions, 17 customised)
 - 10 people participating through invited emailed comments
 - 12 participants from the Torbay Open Space (October 2012) who agreed for their contact details to be shared answering a Survey Monkey questionnaire
 - Capturing specific comments as part of a presentation of the work in progress to the Torbay Council Senior Leadership Team (29 April 2014)
- 7.2 Also there was a 'work in progress' workshop held (6 May 2014) attended by 30 people where views were taken on the progress so far.
- 7.3. The consultants attended a range of cultural events and visited cultural venues in Torbay and have undertaken desk research (including prior consultations, evaluations, audience and other data, policy drivers and investment opportunities, other Torbay strategies, comparators etc) to formulate the detail in the strategy.
- 7.4. Information was also gathered on European funding opportunities at a Euclid seminar.
- 7.5 The consultation with individuals was undertaken on a confidential basis, with key and repeated 'celebrations, challenges and opportunities' drawn from conversations contributing significantly to the final strategy content.

8. Public Services (Social Value) Act 2012

- 8.1 There are no procurement of services required as a result of the recommendations.

9. Risks

- 9.3. The main risks relate to two specific areas – funding and lack of participation by partners.
- 9.4. Since 2013 many organizations have seen their funding reduced from the authority and other key contributors and as a result the condition of the sector may be that of 'survival' rather than development. This may slow the progress of the strategy and limit the work needed to secure alternative funding. Consideration needs to be given in increasing capacity through the new Culture Board to help organizations participate to ensure their future is sustainable.
- 9.5. Arts Council England have allocated Torbay as a priority area till 2015, there is no guarantee that this status we remain after that time. It is important to ensure that they see Torbay as a place with a desire to do more, and to do things differently to ensure a sustainable future. A strategic Culture Board with the support of the Event Forum will give the right message to funders and ensure future commitment in Torbay will be maintained.

Appendices:

1. ENJOY, TALK, DO, BE - A cultural strategy for Torbay and its communities 2014 - 2024
2. ENJOY, TALK, DO, BE - Strategy summary
3. ENJOY, TALK, DO BE - Three year Delivery Plan 2014- 2017

Additional Information: None

Documents available in Members' Rooms:

ENJOY, TALK, DO, BE - Supporting Context and Evidence Report

Background Papers: None

ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities 2014-2024

commissioned by Torbay Development Agency, funded by partner Arts Council England

Strategy document

Prepared by the Torbay cultural strategy development consultancy team:
Mary Schwarz, Cat Radford, Richard Crowe and Sue Kay
June 2014

ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities 2014-2024

Foreword

Torbay is one of the most beautiful coastal resorts in the UK, with so much to offer residents and visitors to the area. This cultural strategy, commissioned in partnership with Arts Council England, will complement the wonderful assets we have locally.

Our partnership approach has three key aims: increasing engagement and participation in cultural opportunities; maximising the distinctive natural and built cultural assets of Torbay; and ensuring joined-up cultural development is a key contributor to economic and social development in Torbay.

The strategy provides a framework and opportunities which will drive people to work together for the better of the Bay. I am looking forward to seeing the great projects which will emanate from this strategy. I strongly believe it will help reinforce a sense of wellbeing for the Bay as a whole.

Gordon Oliver, Elected Mayor and Leader of Torbay Council

We are committed to making arts and culture accessible to all our residents and visitors and we have great aspirations to raise Torbay's profile as one of the most influential, cultural destinations in the UK.

The arts and culture sectors are continually evolving and I am confident that this passion and knowledge from the industry will help to lead the way and build on the great work already achieved.

There is a great value to providing quality cultural events in Torbay, both in terms of economic benefit and cultural enrichment, and I am sure that this strategy will enable us to develop even more exciting opportunities by working in collaboration with the many organisations in the sector.

Cllr Dave Butt, Torbay Council's Executive Lead for Culture & Arts and Area Board Member of Arts Council England South West

The cultural sector is one of the fastest growing in the economy: actively creating economic growth and jobs, making a major contribution to education, health and social wellbeing, and helping to build better communities. This happens as a result of sustained investment and strategic partnerships that have a genuinely shared agenda.

At Arts Council England we work closely with Local Authorities up and down the country and these partnerships are vital to the strength of arts and culture in England's communities.

Our investment and support is fundamental but we have to work in partnership not only with local government, but with the cultural, business and charitable sectors and with local communities themselves. It is through these partnerships that we can together sustain and grow culture and the arts.

At the Arts Council we believe that we can serve the people of Torbay better by working together with others who share our goals. By combining our efforts we can, and do, make a greater contribution to communities than if we worked alone.

We welcome this Cultural Strategy for Torbay and look forward to continued partnership working with all our partners to see it effectively delivered.

Phil Gibby, Area Director, South West at Arts Council England

We had the pleasure of working on this strategy from March to June 2014. We read policies, strategies, reports and evaluations; visited places; attended events; sent out and analysed returned questionnaires; and most importantly, we met, talked with and listened to people.

Enjoy, talk, do, be is a response to the commitment to culture we found and the calls for concerted action we heard. Our thanks go to everyone who has made a contribution directly through the consultation process or by doing what they do.

While we've worked to scope and shape the strategy, it's **by** as much as **for** Torbay and its communities – that's the 'we' you'll find in what follows.

Mary Schwarz, Cat Radford, Richard Crowe and Sue Kay
Torbay Cultural Strategy consultancy team

June 2014

The documentation for **Enjoy, talk, do, be** comprises:

- this **Strategy document**
- a four page **Strategy summary**
- a **Three year delivery plan**
- a **Supporting context and evidence report**

These are all hosted on the Torbay Council website.

ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities

2014-2024

commissioned by Torbay Development Agency, funded by partner Arts Council England

Strategy document

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1 Introduction

Why this cultural strategy?

While everyone recognises the developing range and richness of cultural experiences on offer in Torbay, there's also a **desire** to 'do more, different and better' and to involve a greater number and diversity of people to achieve increased positive outcomes and make more lasting impact.

This cultural strategy provides the framework for the **drive** people are showing to work together to make that happen. Covering the whole of the cultural sector, it supports individual strategies through its collective voice and focus on what can be achieved through collaboration. It represents a key opportunity to harness the value of culture and create the conditions in which to address the challenges of a post-recession context in imaginative ways.

'There is some fantastic work in Torbay, but there is no overarching theme or plan.'

'The cultural strategy can bring everyone together to do something we're not already doing.'

What we mean by culture...

Culture is an inclusive concept that embraces a wide variety of activities, places, values and beliefs that contribute to a sense of identity and well being for everyone in our communities.

It is about our way of life and our quality of life.

Culture includes the visual and performing arts, built and natural environment, heritage, libraries, media, museums, play, sport, tourism and informal leisure pursuits. Cultural values include shared experiences and memories, our diverse backgrounds and what we consider valuable to pass on to future generations.

When people contributing their views to the strategy were asked what they valued about and how they engaged in culture in Torbay, these were just some of the responses:

- connecting with the Global Geopark through the Geoquest project
- walking around the Bay
- organising the Brixham Pirate Festival
- being taken on a guided tour of Kents Cavern
- writing Torquay's 'other history'
- seeing Gormley's *Field for the British Isles* in the Spanish Barn at Torre Abbey
- buying craft at the Ceramics Festival held at Cockington Court
- playing football
- working with artists on creativity
- enjoying Children's Week
- hearing young people perform at the Torbay Schools' Festival of Performing Arts
- taking part in the Quest project with Play Torbay and professional artists, performing at Cockington Court, Greenway and Torquay Museum
- planning for the restoration of the Paignton Picture House
- having a ginger cream tea in Babbacombe

The case for culture

The cultural experiences listed above are examples of what people call the *intrinsic* value of culture... the way it helps us 'be us': knowing and expressing ourselves, experiencing and understanding people and the world around us.

Culture also has what people term an *instrumental* value:

Throughout the past decade, statistics, indicators and data on the cultural sector...have underscored that culture can be a powerful driver for development, with community-wide social, economic and environmental impacts...

That's a useful summary from the authors of a UNESCO 'think piece' *Post-2015 UN Development Agenda*, who also point out:

Cultural and creative industries represent one of the most rapidly expanding sectors in the global economy...

Many places have focused on culture to benefit those who live, work and visit there, using:

...cultural heritage [and] events to improve their image, stimulate urban development, and attract visitors as well as investments...Culture-led development also includes a range of non-monetized benefits, such as social inclusiveness and rootedness, resilience, innovations, creativity and entrepreneurship for individuals and communities, and the use of local resources, skills, and knowledge.

Culture can be *transformative* too. As one young Torbay resident taking part in the Quest project (noted above) said, 'I've gone from *I can't do this* to **I feel like a superhero.**'

There's also a *public* or institutional value to culture. People like easy access to helpful information from cultural providers. They look for a warm welcome and to be treated well, with good food and drink.

The nature of the public is changing rapidly...The public, as increasingly sophisticated consumers, are likely to be more demanding, and less forgiving of dowdy cultural infrastructure, poor service and over-inflated claims.

Cultural Value (John Holden, 2006)

Introducing Enjoy, talk, do, be

Charles Leadbeater, author and adviser to governments on innovation and creativity, has described how people look for a '*mix of three different experiences*' when they engage with culture:

Some of the time people want to **enjoy** being entertained and served, to listen...watch... be inspired or unsettled...

Then there are experiences in which the [cultural] content provides a focal point for socialising...the value lies in part in the **talk** the content sets off...

Finally, [people] want to get involved, have a go, **do** their bit.

The Art Of With (Charles Leadbeater, 2009)

This strategy is named after the concept of **enjoy, talk, do** – with an added **be** to capture a sense of individual and community identity that culture represents and the distinctive image of Torbay it can offer.

Enjoy, talk, do, be is something we *all* do.

Who this strategy is for and how it will be implemented

Enjoy, talk, do, be is for anyone who influences, makes or delivers policies or whose work affects the quality of experience for those who live, work in or visit Torbay. This includes individual cultural practitioners and organisations; voluntary, community and social enterprises; the private and public sectors. It's not a Torbay Council strategy, although it's approved and adopted by the Council who, as a partner among others, has a key role in its delivery.

As a 10 year strategy, it's designed to provide a shared vision, direction and way of working that drives sustainable development. Something everyone can get behind to make a positive difference.

A new **Torbay Culture Board**, supported by a paid executive post, will oversee implementation of **Enjoy, talk, do, be** and the accompanying rolling **Three Year Delivery Plan**. This shows how the actions of the Culture Board and partners deliver the strategy aims. The **Delivery Plan** will be reviewed and updated every year, ensuring the overarching strategy ambitions remain relevant in a changing world, not least as different delivery partners may emerge.

You'll find more information about the **Culture Board** in the main part of this strategy. You'll also see the importance placed on ensuring everyone with an interest in, and commitment to, a vibrant cultural offer in the Bay can contribute to the development and delivery of **Enjoy, talk, do, be**.

Strategy format and functions

Enjoy, talk, do, be comprises a shared **Vision**, with **Ambitions, Principles, Aims, Objectives** and **Opportunities**:

- helping everyone see the 'bigger picture' in which they play a part
- informing the prioritising of developments
- evidencing a strategic and sustainable approach

'All working for all of us.'

To encourage wide ownership and active use, the document focuses on key points drawn from the consultation and research that inform future direction, rather than documenting all current cultural provision. The **Strategy Summary** acts as an introduction to the strategy context and aims. For more information and detail, you can read the **Three year Delivery Plan** that includes all the strategy **Actions** and also the **Supporting context and evidence report**. These documents are hosted on the Torbay Council website.

2 Context

Torbay's cultural life

Every day developing this strategy, an inspiring story, interesting fact, illuminating experience or innovative way of working was shared about Torbay, where you can find:

- a home to Britain's earliest humans
- valued local heritage assets, some with national and international significance
- museums from the voluntary and public sectors partnering for a sustainable future
- contemporary cultural practices meeting local traditions
- more visitor attractions than any other seaside resort in the UK
- national sporting events on land and at sea
- dedicated volunteering in local sports clubs
- accessible pricing and imaginative marketing encouraging people as 'first time' exhibition visitors and audiences at performances by internationally renowned artists
- a strong community, voluntary and social enterprise sector focused on asset based community development to grow the economy from the local resource
- public, private and voluntary sector providers working together to increase young people's participation and develop their skills
- business investment in cultural activities enlivening town centres to increase footfall

These are all cause for **celebration** – along with the many other distinctive attributes and achievements that make Torbay a special place.

Consultation also evidenced consistent messages about key **challenges**:

- lack of awareness about the existing cultural offer
- low expectations and aspirations affecting engagement, participation and quality
- absent progression pathways for children and young people, particularly those from disadvantaged families and neighbourhoods
- perceived imbalances between provision for residents and visitors
- missed opportunities to share, and learn from, experience
- working approaches such as '*working round "their" way*', '*start stop*' and '*in out*' at times – resulting in isolated programming, one-off or toured in cultural activities offering a great experience in themselves, but not realising all their potential: to make local links; nurture home grown talent; build capacity; and provide for an ongoing legacy of development

People were energised to make **Enjoy, talk, do, be** the **opportunity** to respond to these challenges in a wider context of economic and social needs. They felt empowered to make culture a driver for a better quality of life in the Bay, with these desired **outcomes**:

- increased engagement and participation
- an enhanced and coherent cultural offer
- a resilient and respectful way of working

Taking inspiration from the '*C for culture*' shape of the Bay where land and sea meet, past and present link and diverse communities connect across the first urban Global Geopark...

Torbay is set to lead the future with a model of good practice in post-recession cultural development that contributes to sustainable economic, social and environmental development.

OUR VISION

Torbay: a landscape of culture... *quality of life and opportunity enjoyed by all in a 21st century coastal location 400 million years in the making*

OUR AMBITIONS

Enjoy... enabling more people to take pleasure from cultural activities

Talk... encouraging positive exchange to share, reflect on and enhance our cultural offer

Do... inspiring more people to shape and make their own cultural experiences

Be... celebrating the uniqueness of Torbay's cultural past, present and future

OUR PRINCIPLES

People first: residents, visitors, practitioners and businesses all benefitting from and contributing to a vibrant cultural life

Pride of place: caring for our buildings, neighbourhoods, town centres, coast and countryside in the unique environment of the English Riviera Global Geopark

Joined up working: connecting, complementing and collaborating on development and change for a sustainable future

Imagining the future

With this **Vision**, these **Ambitions** and **Principles**, what could Torbay be like in 10 years' time?

These were some of the views offered during the preparation of **Enjoy, talk, do, be**:

A happy place where families are joining in...

Cutting edge, innovative, home grown culture...

People trading well, people earning well...

An offer over, above and including, the bucket and spade...

Activities and food making a more attractive, all year round experience...

Harnessing heritage as a force for good...

Taxi drivers enthusing about the Geopark...

Green spaces being valued and cared for...

A warm welcome for everyone, with confidence that the streets are clean and safe...

Great sport developed in the great outdoors...

A constant flow of activity from beach to high street – all joined up...

Open, collaborative and generous working...

Pride and ownership from local people...

The fostering of what's possible...

Visitors will marvel at the way it is...

Wherever you go in the world, you'll be proud to say you come from Torbay...

Enjoy, talk, do, be offers the opportunity to make all our imagined futures happen.

3 Aims and objectives

The three **Aims** below, each with their three associated **Objectives**, are designed to support our **Ambitions**. They are also informed by our **Principles**, which provide a continual prompt to check what we're doing, why we're doing it and who we're doing it with and for.

Enjoy, talk, do, be importantly offers the opportunity to break free from 'silo working' and maximise impact by understanding how we can complement or collaborate within a joined-up and strategic context.

'I've got an idea...who shall I talk with?'

Each **Objective** has a summary context, key opportunities and strategy contributors' views.

Aim one: to increase engagement and participation in cultural opportunities in Torbay

Objective: Build from the community as well as bringing in new and diverse experiences

Summary context

As well as the intrinsic value of cultural experience, engagement and participation in culture can contribute to community cohesion, reduce social exclusion and isolation, and make communities feel safer and stronger. It can help develop people's employability and increases their likelihood of volunteering regularly. Involvement in heritage activities in particular provides a sense of connection that helps maintain social capital in a time of significant change.

Torbay has been identified as an area of low engagement in cultural activities, with certain demographic groups (especially older people and 'blue collar roots' residents as described by Acorn, the community and consumer data classification used by Torbay Council) less likely to engage in the arts. The percentage of adults wanting to do more sport is lower than the regional and national average.

There is an increasing amount of work in the Bay to attract a wider range of people as audiences, participants and organisers of cultural activity. There has been a successful emphasis on introducing people to particular cultural 'offers' which they have not yet encountered. There is also a strong commitment from the voluntary, community and social enterprise (VCSE) and public sectors to 'start with' communities: using creative consultation, encouraging cultural co-production and focusing on community asset building (for example, in relation to targeted work with children, families and older people). From community organisations to the local housing association, there are many non-cultural sector partners incorporating cultural activity in their work and wanting to do this more. They are also keen for qualitative evaluation to capture the full range of outcomes and impacts from this type of work – cultural and social, as well as economic.

There is a desire within the Bay to connect effectively and respectfully with cultural product and practitioners from beyond the Bay for the benefit of residents, as well as to bring in new – and repeat – visitors. It takes time to develop mutually beneficial partnerships and harness the full potential of long term collaborations, informed by learning from what works well. Planning well in advance, and planning specifically in terms of marketing, will assist with reaching target audiences through timely and appropriate promotion. Good practices in marketing are often isolated to specific initiatives or organisations. The potential to 'sell' the varied offer across the cultural sector in a co-ordinated way is not yet fully explored.

Key opportunities

- harness the developing commitment to and expertise in community engaged work, encouraging robust qualitative evaluation of outcomes and impacts
- scope an accessible '*culture venture*' funding scheme for small scale, community based, high impact projects
- add more cultural provision to the residents' card and promote free events better
- build on and extend purposeful and respectful relationships with sub-regional/ regional/ national cultural and educational organisations
- develop a more co-ordinated and collaborative approach to collecting and actively using audience data to undertake targeted and '*relationship*' marketing to develop ongoing engagement as well as reach new people (residents and visitors)
- make best use of neighbourhood based newsletters and community networks
- explore '*cross selling and marketing*' possibilities across the sector, including considering the potential of Torbay Council's *Creative Torbay* website to develop into a Torbay focused whole cultural sector marketing tool
- investigate '*packaging*' related cultural opportunities to give them a stronger identity
- improve general and specific signage for cultural venues and activities (including temporary ones) so what's on offer is promoted in an accessible, inviting way

'Aim high but work up from the grassroots.'

'Use culture to empower, organise and tackle social issues.'

'Embrace new stuff and be open to learning.'

Objective: Support creative and cultural learning

Summary context

Creative and cultural learning gives young people skills to become creative and cultural professionals. It also helps them achieve across the curriculum and take responsibility for their learning. Attendance, attitude, wellbeing and attainment at school are all improved by engagement with culture. For example, taking part in structured music activities improves attainment in maths, early language acquisition and literacy; participation in sport improves numeracy skills. Returns on cultural programme investment with at-risk young people out of school are high in terms of social benefits and cost savings to the criminal justice system.

Sub-regional, regional and national cultural organisations are keen to work with local practitioners and organisations to bring their particular contribution to the cultural offer for young people in Torbay. This can be about first experiences, progression, talent development and special events, as well as performances and exhibitions. These organisations expect networked provision that links to schools and other settings and is open to new activity. While the Music Education Hub is developing as a good example of a '*partnership vehicle*', there are opportunities for more joined-up working. There are also good examples of links with further and higher education that can raise young people's aspirations, provide work based learning for students and open opportunities for research, which could be extended to other institutions.

Key opportunities

- build a networked infrastructure from the Torbay Youth Cultural Partnership to open up opportunities for a greater variety of cultural practitioners and organisations to work with children and young people in a range of settings

- share learning from local collaborative education initiatives (eg Future Museums) and take inspiration from innovative creative and cultural learning practice models
- provide and promote a range of progression pathways for young people, to cater for their leisure and career interests, utilising and extending links with further and higher education and the creative and cultural economy
- deepen links between teacher networks and the cultural sector
- initiate links with more higher education institutions in the area

'There is a lack of sustained provision celebrating children and young people's engagement in creative process....projects come to an end without linking them to other opportunities.'

'Artists tell us that they are full of ideas and energy but can't fathom (or find) the structures through which they can bring that to young people – although they know there is a need.'

Objective: Harness the health and wellbeing benefits of culture

Context

Arts audience members, library users and sports participants are more likely to report good health and higher wellbeing than those who don't engage with these activities, and this can be quantified financially. An increasing amount of academic research evidences the beneficial clinical and social outcomes culture can provide within both health and care pathways. This can be seen in terms of engagement, participation and the creation of positive environments. The strong inter-relationship between cultural activities and individual and community health is seen as one of the key building blocks towards sustainable, resilient communities.

There are significant health inequalities in Torbay and a large older demographic, which offer a particular challenge and opportunity in terms of realising the positive links between culture and health and wellbeing. This is already recognised in Torbay's health and wellbeing strategy and the developing mental health promotion strategy which focuses on the *Five Ways to Wellbeing: Connect, Keep learning, Be active, Take notice, Give*. This resonates in many ways with **Enjoy, talk, do, be**.

With Torbay's pioneer status for integrated health and social care, an active Healthwatch, a new Community Development Trust committed to cultural activity and experienced local arts and health practitioners, there is strong base from which to develop a strategic approach to culture, health and wellbeing. This could also support and influence developments at Torbay's hospital and the specialist health and social care studio school. It would also fit well with the emphasis in *Torbay's Community Plan* to adopt the model of prevention and early intervention, focusing on the causes of problems, not the symptoms, and creating tangible, measurable outcomes which save costs by reducing the need for intensive and expensive interventions in the long term.

Key opportunities

- learn from individual arts and health projects to develop a strategic cross cultural sector approach to health and wellbeing work
- consider 'social prescribing' for cultural activities
- link with the developing interest in the arts at Torbay Hospital
- explore connections with the Devon Studio School
- enhance Torbay's pioneer status for integrated care through use of cultural provision

'Take the current health/social care integration as a template for a cultural integration.'

Aim two: to maximise the distinctive natural and built cultural assets of Torbay

Objective: Protect, enhance and utilise cultural places and spaces for culture

Summary context

Torbay is a unique cultural environment: the first urban Global Geopark. This status marks a purpose to explore and celebrate the links between geological heritage and all other aspects of the area's natural and cultural heritages. The Geopark reconnects human society at all levels to the planet and celebrates how its history has shaped every aspect of people's lives. While strategy consultation showed there is still work to do to enable residents and visitors to relate to the English Riviera Global Geopark's significance as the place '*where people, rocks and landscape meet*', the potential to develop local appreciation and geotourism is great.

Another key natural asset is the sea. There is a strong steer in Torbay's maritime and marine strategies to harness the potential of fishing heritage and a wide range of water based events. If that potential is considered across the whole cultural sector, there is a wealth of possibilities to explore. Like the Global Geopark, marine leisure is identified as key in the tourism strategy (an '*attack brand*').

With local distinctiveness one of the most important ways of giving a destination competitive edge, Torbay has plenty to offer and supports the ambitions of the Heart of the South West (HOTSW) Local Economic Partnership Economic Plan: '*Our environment is an important driver of growth.. [it] supports bedrock sectors such as agriculture, food and drink and tourism. It is also has a role to play in supporting a vibrant creative and cultural sector...as well as attracting inward investment*'.

The Bay's built cultural assets range from the historical to the contemporary. There are some good examples of multi-use, for example, Paignton library, which is used for a wide range of purposes and, as a safe community space, encourages people to try new experiences they would otherwise not encounter. Non-cultural spaces can be used for cultural activities too, with Brixham's *Fishstock* an example of a very successful community based cultural event based on and in the defining industry of the town.

During the consultation, many people referenced the benefits of using places and spaces for a wide range of cultural activity, while there is also a long-standing interest in developing a new dedicated visual arts space. Particular places (for example Torre Abbey, Cockington Court) are exemplars for the effective refurbishment and restoration of other assets in need of care and enhancement (for example, Paignton Picture House) and which could support a range of cultural functions and activities.

In terms of the public realm, while funding for specific public art pieces may be more challenging to secure nowadays, respecting, reflecting and reinvigorating local character by implementing some imagination doesn't necessarily bring an additional cost. Choosing to keep Victorian iron railings, procuring rust resistant street furniture and involving an artist in the design and choice of replacement pavers can make all the difference to how people experience the public realm. Residents feel and maintain a pride in place; visitors are eager to return. Outdoor performances can increase footfall in town centres, with the potential to make an economic as well as cultural impact.

One of the core planning principles within the NPPF (National Planning Policy Framework) is to '*take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs*', offering a particular opportunity for the cultural sector to engage in development.

Key opportunities

- articulate and share more widely the significance of the Global Geopark, building on past successful creative and cultural projects and learning from the experience of the other designated sites, such as the Jurassic Coast World Heritage Site arts programme and the cultural heritage and arts strategy work in the North Devon Biosphere
- invest in protecting and enhancing existing cultural assets, exploring further multi-use
- develop creative approaches to reveal, connect and present Torbay's past, including the significant '*hidden*' social and cultural history of people and events
- continue and promote the work of the Design Review Panel
- ensure cultural needs and opportunities are met through the NPPF

'The USP is that this is a lived-in Geopark and this is a great hook for people here...it only takes a little bit of creative play to engage people in the idea.'

'More attention needs to be paid to the thing that is in the middle of the Bay ie the water...this is what links Torbay's disparate parts and yet it's not used to the full.'

Objective: Develop a year-round season-based rhythm of cultural events

Summary context

A wide range of events is promoted in Torbay, by a wide range of organisations. The Events Forum acts as an important mechanism for bringing together the people key to making these events happen. The concept of the '*Eventful*' city or place – as opposed to a place '*with events*' – encourages a strategic and holistic approach to generating events rather than just being '*a container*' for them. It's about focusing on place *making*, not just place *marketing*. This brings benefits to residents and visitors alike.

Regularly organised events are an effective way to build longer-term cultural experiences and deliver economic impact and investment over time. They can have a positive association with a place, attracting return visitors at other times. Successful place-based festivals often incorporate the international and the local, opportunities to participate as well as watch, and organise longer term community activities or practitioner training opportunities.

International research about creative cities – applicable to places – shows that successful locations focus on cultural distinctiveness; understand the need for different organisations to collaborate in a context of mutual respect; and address the rich/poor divide that can blight prospects and cause instability. Torbay can also put these approaches into action.

Positively, Torbay has a recent history of work appearing in unusual places across the Bay. This could be developed further, learning from examples of site-responsive work that transforms less known as well as familiar places. Developing Eventful Torbay will require a concerted focus on advance planning. While there are key successes to build on (such as the Agatha Christie Festival with its high satisfaction rates and economic impact), upcoming major cultural events can be useful '*test beds*' for new approaches to visitor packages and better co-ordinated marketing. New events can often '*seal the deal*' in terms of return visits.

Key opportunities

- continue to work on moving away from a traditional focus on the '*summer seaside season*' to create a new year-round '*rhythm of the place*', extending the '*shoulder months*' and avoiding the '*death in winter*'

- support co-ordinated, advance planning so different events complement and enhance each other, rather than compete or duplicate
- develop effective marketing and *'point of sale'* strategies to attract high numbers of audiences and participants
- build profile by incorporating an arts, heritage or play input to key sporting events and similarly, think laterally about culture when it comes to major arts events
- review and enhance in kind and subsidised support for smaller events in recognition of their greater return to the local economy
- ensure other organisations that can assist in the promotion of events have all the information they need, in good time
- incorporate information about the cultural offer within welcome hospitality and retail training

'We need a range of affordable offers taking account of different demographics/ seasons throughout the year.'

'Liaise on events, to build their catchment.'

'Take the opportunity for new product and experiences and packages.'

Objective: Contribute to safe and sustainable living, working and visiting

Summary context

When asked what would make Torbay a better place to visit, live or work in, many people talked about the importance in having confidence that the streets were always clean and safe, the environment cared for – and used for positive activities. People wanted to showcase Torbay at its best. Many were clear that the needs of visitors and residents aren't actually in conflict: both enjoy good facilities, good service and plenty of interesting things to do. There were calls for better public transport to support easier access to cultural facilities and events and interest in how *'fleet-of-foot'* cultural activities could bring back vibrancy to places suffering disadvantage.

There's plenty the cultural sector can do to raise people's awareness of sustainability issues in imaginative ways, as well as acting in a sustainable way itself, to make a contribution to meeting our energy and climate change challenges.

Key opportunities

- encourage outdoor arts and other cultural events – whether programmed or not – to enliven town and other spaces during the day
- extend longstanding initiatives such as museums at night
- explore new initiatives such as 'White Nights/LightNights' to support a diversified night time economy
- enable the cultural sector to play a part in delivering the sustainability agenda
- develop a supportive approach to business rate relief and planning permission to encourage cultural pop-up exhibitions, projects and performances in empty shops

'Torbay needs to create a warm welcome – a clean, tidy and safe environment.'

'Raw talent on the street doesn't cost a penny...we should be thinking outside the box, creating a buzz for local talent to come out of the woodwork.'

Aim three: to ensure cultural development is a key contributor to economic, social and environmental development in Torbay

Objective: Strengthen support for the creative and cultural economy and the advantages it brings

Summary context

Culture can boost local economies by drawing in visitors (who also spend on hospitality and transport); creating jobs; developing skills and talent; attracting and retaining businesses; and revitalising places. In sport, high profile events make a significant economic impact and non-elite, mass-participation events can raise the profile of a location, generating tourist income for minimal infrastructure investment. The regeneration benefits of investment in the arts can be bigger when that investment is related to place. Every £1 of salary paid by the arts, museums and libraries sector generates double the return in the wider economy through the chain of associated spend. This sector is closely linked to the commercial creative industries, which nationally are estimated to provide nearly five per cent of UK employment, 10 per cent of UK GDP and 11 per cent of the UK's service exports.

The last creative industries mapping in Torbay, undertaken nearly 10 years ago, showed a GVA (gross value added – the primary economic contribution indicator) per capita of £34,993 compared to the regional average of £25,800. One of three core aims in the HoTSW LEP *Strategic Economic Plan* is to maximise employment opportunities, including through creating higher value jobs – which we know the creative industries generate.

More recent Torbay research has focused on the economic and social return on investment in respect of events and festivals – another useful indicator of the significant impact of the creative and cultural economy alongside intrinsic, personal and community benefits. There is scope for key data from these reports to be extracted and used alongside qualitative evaluation material (focusing on the *experience* of audiences and participants) to tell both the *'stats and stories'* about what the sector brings – as well as meet its development needs.

Key opportunities

- commission new research to scope the size, impact and development needs of the local creative and cultural economy
- ensure that creative and cultural practitioners and organisations access relevant development support offered by local agencies
- develop bespoke support and training provision where required
- enhance existing evaluation initiatives to include qualitative data
- make the case for culture's contribution to quality of life in promoting Torbay to new and re-locating businesses

'Investment needs to be made with our own local artists, building links between their work and training/ support/ enrichment from outside sources.'

Objective: Share knowledge, skills and resources to diversify and grow the income base

Summary context

The post recession context demands increased attention by cultural practitioners and organisations to diversify their income base, both earned and unearned. While fundraising in terms of grants from public, charitable trust and foundation sources has become more

competitive, there are good advice resources to consult. Funders are increasingly accepting the value of volunteer time as a 'cash' rather than 'in kind' contribution. They are also expecting a good 'return' on their investment, in terms of other monies levered and earned, as well as cultural outcomes. It's no good treating funding as somehow 'free', when there's actually an imperative to generate good audiences and involve plenty of participants in quality experiences. Corporate social responsibility is still a business agenda, one which the cultural sector can help deliver, and a relationship can be developed beyond transactional sponsorship to one of mutual benefit.

Volunteer and friends schemes can bring in both time and financial resources and crowd sourcing is proving successful for many. There's also an increasing emphasis on philanthropic giving, demanding a new knowledge and skillset. In terms of earned income, selling services and merchandising are two avenues to explore, alongside using alternative currencies based on exchange. Developing partnership working, pooling ideas and resources, is often successful in a context of 'adapt to survive, collaborate to thrive'. This can happen within Torbay (with Torbay Council, Princess Theatre and Doorstep Arts an example) and beyond, for instance in developing work with Plymouth Culture Board and Exeter Cultural Partnership, as well as national organisations. Making international connections opens up particular European funding opportunities and there may be specific routes to explore with Torbay's links through the English language schools.

Also, bearing in mind the role of culture in social, educational, health and environmental contexts, new funding possibilities have opened up – and commissioning by non-cultural public services is another area in which support and guidance can be accessed.

Enjoy, talk, do, be will be an important support for income generation by cultural practitioners and organisations. In its strategic role, the Torbay Culture Board will generate and align funding for key cross sector initiatives as well as identify development priorities.

Opportunities

- ensure cultural practitioners and organisations access fundraising and earned income generation (including commissioning) support offered by agencies
- encourage sharing of plans and collaborative funding applications
- support efforts by organisations to develop volunteer and friends schemes
- explore the establishment of a shared event resources scheme
- utilise the Torbay Culture Board's strategic role to generate and align funding for specific key initiatives

'The festivals share a volunteer pool and try to share costs and hiring to get good deals... we wish we could buy fencing and store it somewhere as this would save all the various festivals costs.'

'Match fund each other's initiatives.'

'Scale up joint working...win funding because of joint working... enable development because of funded joint working.'

Objective: Make links to and culture proof other policies, strategies and plans

Summary context

There are strategies for specific areas of the cultural sector (for example heritage, arts and creative industries, sport) and a wide number of other strategies (energy and climate

change, economic development, health and wellbeing, harbour and maritime, green infrastructure etc) to which **Enjoy, talk, do, be** links. Culture can make a valuable contribution to the achievement of these other strategies and likewise other strategies can help deliver the cultural offer. It's a win-win situation.

There are direct references to cultural actions in '*non-cultural specific*' strategies and importantly, an imaginative review of other actions can prompt the possibility of these also being delivered through cultural provision. In addition, noting one type of cultural activity can lead to delivery through a range of cultural activity: the '*arts-led walking for health learning about heritage sites and using the new green gym Global Geopark*' project (named differently of course) could make for a great day out!

As well as ensuring mutual awareness and connected actions from current strategies, it will be important to '*culture proof*' new strategies or those up for review, by having the earliest possible conversations to explore links – the obvious and not so obvious. Policy makers and funding bodies alike respond positively to strategies (and their prioritised actions) which have been drawn up through thorough consultation and framed within a wider context.

The process of developing this strategy has already secured delivery support in terms of some other developing strategies (notably for '*early help*' and mental health promotion) and it's being referenced in masterplanning taking place to add value to the *Torbay Local Plan* and *Neighbourhood Plans*.

The vision for Torbay in the *Community Plan* is '*Working for a healthy, prosperous and happy Bay*' to which the aims and objectives of **Enjoy, talk, do, be** clearly contribute. In terms of the Torbay Local Plan, there are many objectives directly congruent with this cultural strategy.

In terms of the aspiration to **secure economic recovery and success**, this includes developing the Torbay '*offer*' as a premier tourist resort and leading destination of choice, investing in facilities and events, with Torquay as a cultural focal point.

The aspiration to **protect and enhance a superb natural and built environment** encourages bringing back historic buildings into use, making the most of the Global Geopark, using the Torbay Design Review Panel and safeguarding heritage assets '*in a manner appropriate to their significance, having regard to their ability to deliver economic regeneration, express local identity, reveal social histories and narratives and increase the connection of communities with place*'.

In order to **create more sustainable communities and better places**, there are objectives to diversify the leisure and cultural offer in the town centres (particularly the night time economy in Torquay); create a more enjoyable, creative built and natural environment using heritage assets, public art and revitalisation of public spaces to attract events, exhibitions and festivals that celebrate and enhance the culture of Torbay; and support new and enhanced recreational, play and leisure facilities, to promote health and social wellbeing for all, including young people.

Key opportunities

- disseminate this strategy widely across Torbay Council and other key agencies and organisations responsible for specific strategy delivery
- hold conversations with other policy and strategy leads to explore links, compiling an up-to-date list to anticipate and enable a culture input in future consultations
- maintain and develop the culture input to the Local Plan process

3 Actions

Delivery

Consultation showed strong support for an independent strategic group to oversee implementation of **Enjoy, talk, do, be**. This group was seen as taking an enabling leadership *'added value'* role across the cultural sector, supported by a paid executive post.

From this clear steer and a review of culture board and cultural partnership models in the South West region and beyond, terms of reference and membership criteria have been drafted for the **Torbay Culture Board** and included in the **Supporting context and evidence report**.

In summary, the Board will comprise individuals with a strategic understanding of the cultural sector and its contribution to sustainable economic and social development in the Bay, contributing beyond an individual or organisational agenda. Board appointments will be made through an open recruitment process in the context of ensuring a mix of knowledge, experience and skills, and representative coverage of key areas eg culture, education, youth, business. Key agencies will be invited to attend. The Board's objectives will be to:

- maximise opportunities for the cultural sector to play its full part in Torbay's sustainable development
- provide strategic advocacy for the cultural sector in Torbay
- promote and enable innovative and joined-up working across the cultural sector, across the Bay and with other sectors
- encourage the development and alignment of resources, including advising on securing inward investment for the sector and its wider development role
- drive implementation of the Cultural Strategy delivery plan
- undertake quarterly monitoring and annual review of the Cultural Strategy delivery plan, which will be developed on a three year rolling basis

The **Torbay Culture Forum** – open to all with an interest and stake in cultural development in the Bay – will meet on key cross sector topics, also offering networking opportunities to *'maximise serendipity'* in support of collaborations. It will also ensure that the strategy remains grounded and the Board focused on its work.

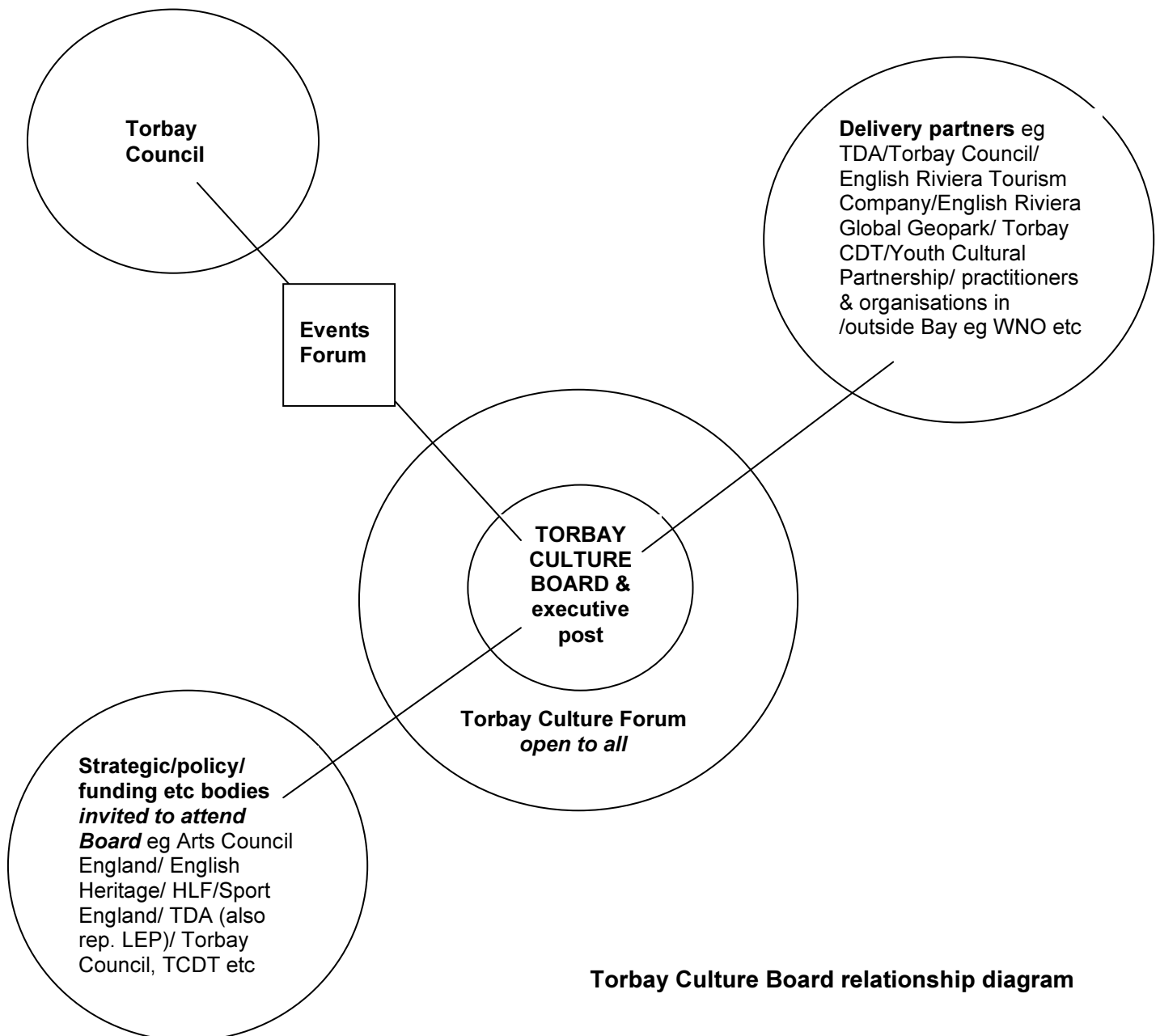
Board and Forum members will nominate **Torbay Culture Ambassadors** – enthusiasts and advocates of culture, from taxi drivers to housing officers to local cultural celebrities – to champion culture with their colleagues, customers and communities.

The Board and Forum will support an infrastructure in which local, regional, national and international practitioners and organisations can engage most effectively with each other and with audiences and participants – making Torbay **the eventful healthy, prosperous and happy** place that Ambassadors can promote and in which all can make an impact.

'A high-level culture board should oversee strategy...people who have got a clear view of culture as transformative.'

'A cultural board that is fully inclusive which sees projects through and does not just come up with ideas that are never carried through.'

'We are all managers in some way...managers of change. If we can embrace change rather than resist it we will go forward faster.'



Torbay Culture Board relationship diagram

The rolling **Three Year Delivery Plan** keeps **Enjoy, talk, do, be** current and implementation live. It has an initial focus on:

- undertaking seven *'foundation'* actions to support wide ownership of the strategy
- establishing the Torbay Culture Board and Torbay Culture Ambassadors
- fundraising for the Torbay Culture Board executive post and programme
- organising quarterly Torbay Culture Forum events for networking, strategy updates and key topic presentations, discussion and action planning
- prioritising, timetabling, resourcing and driving key initiatives based on the **Aims** and opportunities identified in the strategy, within the context of a particular emphasis on a connected approach to developing:
 - **Eventful Torbay** (focus on visitors and the visitor economy)
 - **Culture, health, wellbeing and quality of life** (focus on residents' engagement and employability)
 - **Creative and cultural learning** (focus on young people and progression)
 - **Creative economy** (focus on practitioners and business)
 - **Marketing and communications** (supporting all of the above)

Evaluation and sharing learning

Embedded in delivering **Enjoy, talk, do, be** will be an integrated approach to evaluation as a key tool for:

- supporting effective programme and project planning and delivery
- providing robust evidence of outputs, outcomes and impacts through both '*stats and stories*' (ie quantitative and qualitative data)
- informing future developments
- offering accountability to stakeholders and funders
- ensuring a positive legacy

Sharing learning will support capacity building and a commitment to continuous quality improvement.

Involvement and impact

Torbay Council as a key strategy partner has adopted **Enjoy, talk, do, be** within its Forward Plan process and everyone can benefit from, and contribute to, its delivery, with:

Members of the public being creators and organisers as well as consumers of culture...

Cultural practitioners and organisations thriving in a better connected, more mutually supportive environment, taking and making new opportunities...

Public service providers accomplishing the positive outcomes they need to achieve, from people's engagement and participation in culture...

Voluntary, community and social enterprises incorporating cultural activities in their work and signposting people to other cultural provision...

Businesses promoting the cultural offer to clients, providing space and sponsorship for activity and advocating the value culture brings to prospective inward investors...

Regional agencies and funding bodies understanding the wider context of Torbay's strategic approach to cultural development when making policy and funding decisions...

Investors gaining a range of returns through association with a unique Torbay **landscape of culture**.

Torbay: a landscape of culture...

*quality of life and opportunity enjoyed by all
in a 21st century coastal location
400 million years in the making*

ENJOY, TALK, DO, BE...

For more information or to give feedback on the Torbay Cultural Strategy, please contact:
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5 Appendices

I People consulted

Philip Armitage	Brixham Museum
Mike Bailey	Torquay Carnival
Jim Barrett	Sport England
Sarah Bell	Kinky & Quirky Burlesque and Boogie/A Kick Up The Arts
Ruth Ben Tovim	Encounters
Jacky Bennett	belap – bennett leisure & planning (re Torbay sports facilities/playing pitch strategies)
Wendy Bennett	Princess Theatre, ATG
Gundel Bonfield	The Clydesdale Guest House Paignton
Melanie Border	English Riviera Global Geopark
Julie Brandon	Torbay Action for Art
Jim Brewster	The Audience Agency
Richard Brown	Torbay Council
Cllr Dave Butt	Torbay Council
Gerry Cadogan	Torbay Council
Jade Campbell	Doorstep Arts
Angela Capello	Torbay Council
Emma Carter	Curator and Fine Artist
Sue Cheriton	Torbay Council
Sarah Cobley	Dance in Devon
Phil Collins	Torquay Museum
Mike Cook	Sound Connections
Stephen Criddle	South Devon College
Jonathan Croose	University of Exeter, PhD student
Richard Cuming	Bygones/Attractions Group
Carolyn Custerson	English Riviera Tourist Company
Gillian Dale	Dance in Devon
Alan Davies	Torquay Council
Carmen de Silva	Play Torbay
Alan Denby	Torbay Development Agency
Caroline Dimond	Torbay Council
Christina Dixon	Consultant to Paignton Picture House Trust
Dr Kevin Dixon	Healthwatch Torbay/Torbay Carers/Torbay Inter Faith & Belief Forum
John Doherty	Torbay BID/ Dot's Pantry
Mischa Eligoloff	Torbay Council
Dr Marilyn Fryer	Creativity Centre Education Trust
Tony Garrett	Torbay Council
Anne George	Trevor George Entertainments
Anna Gilroy	Torbay Council
Mary Godwin	Arts Council England
Josie Gould	Fine Artist
Tanya Griffiths	Kay Elliott
Tracey Guiry	Agatha Christie Festival
Lindsey Hall	RIO
Andrew Hanson	Sport England
Matt Harbour	South Devon College
Andy Harper	Artist
Jenny Harriman	Friends of Brixham Library
Liz Hill	Daisi
Conway Hoare	Torbay Council
Christine Hodgetts	Brixham Fishermen in Sculptural Heritage (FISH)/ Fish Market Tours

Dave Hodgetts	Brixham Community Partnership
Seth Honor	Facilitator for Open Space
Paul Howard	Torbay Town Centres Company
Rhian Hutchings	Welsh National Opera
Richard James	Torbay Action for Art
Karen Jemmett	Social Policy Researcher
Simon Jolly	Riviera International Centre
Simon Jutton	Arts Council England
Alison Kenny	Sanctuary Housing
Liz Kent	Torbay Council
Annabelle Knowles	Torbay Council
Tony Liddington	Promenade Productions Ltd
Sarah-Jane Lawson	Play Torbay
Katie Lusty	Arts Council England
Richard Maddock	Kay Elliott
Roger Mann	Torbay Sports Council
Peter Maunder	Torbay Teaching Alliance
Val Millington	Consultant for Torbay Hospital
Kevin Mowat	Torbay Council
Hugh Nankivell	Composer
Damian Offer	Torbay Coast and Countryside Service
Mayor Gordon Oliver	Torbay Council
Steve Parrock	Torbay Council/Torbay Development Agency
Richard Povall	The Dartington Hall Trust
Nick Powe	Kents Cavern
Hannah Revell	Plymouth College of Art
Kate Reed	RIO
Gail Rogers	Torbay Council
Frances Rylands	University of Exeter, PhD student
Simon Sherbersky	Torbay Community Development Trust
Erica Steer	Devon Guild of Craftsmen
Pat Steward	Torbay Council
Tanny Stobart	Play Torbay
Peter Stride	Torbay Action for Art
David Stuart	English Heritage
Caroline Taylor	Torbay Council
Martin Thomas	Cultural Sector Consultant
Nick Thorne	Bournemouth Symphony Orchestra
Simon Tonge	Paignton Zoo/Living Coasts
Charles Uzzell	Torbay Council
Marissa Wakefield	Torbay Development Agency
Erin Walcon	Doorstep Arts
Nerys Watts	Heritage Lottery Fund
Richard Williams	Torbay Council
Paul Wilson	Wren Music

Feedback on the strategy documents received from the three political groups at Torbay Council, the Council's Environmental Policy Officer and Community Partnerships has informed the final versions.

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ENJOY, TALK, DO, BE...

A cultural strategy for Torbay and its communities 2014-2024

commissioned by Torbay Development Agency, funded by partner Arts Council England

Strategy summary

Why this cultural strategy?

While everyone recognises the developing range and richness of cultural experiences on offer in Torbay, there's also a **desire** to 'do more, different and better' and to involve a greater number and diversity of people to achieve increased positive outcomes and make more lasting impact.

This cultural strategy provides the framework for the **drive** people are showing to work together to make that happen. Covering the whole of the cultural sector, it supports individual strategies through its collective voice and focus on what can be achieved through collaboration. It represents a key opportunity to harness the value of culture and create the conditions in which to address post-recession challenges in imaginative ways.

'There is some fantastic work in Torbay, but there is no overarching theme or plan.'

'The cultural strategy can bring everyone together to do something we're not already doing.'

What we mean by culture...

Culture is an inclusive concept that embraces a wide variety of activities, places, values and beliefs that contribute to a sense of identity and well being for everyone in our communities.

It is about our way of life and our quality of life.

Culture includes the visual and performing arts, built and natural environment, heritage, libraries, media, museums, play, sport, tourism and informal leisure pursuits. Cultural values include shared experiences and memories, our diverse backgrounds and what we consider valuable to pass on to future generations. When people contributing their views to the strategy were asked what they valued about and how they engaged in culture in Torbay, these were just some of the responses:

- connecting with the Global Geopark through the Geoquest project
- walking around the Bay
- organising the Brixham Pirate Festival
- being taken on a guided tour of Kents Cavern
- writing Torquay's 'other history'
- seeing Gormley's *Field for the British Isles* in the Spanish Barn at Torre Abbey
- buying craft at the Ceramics Festival held at Cockington Court
- playing football
- working with artists on creativity
- enjoying Children's Week
- hearing young people perform at the Torbay Schools' Festival of Performing Arts
- taking part in the Quest project with Play Torbay and professional artists, performing at Cockington Court, Greenway and Torquay Museum
- planning for the restoration of the Paignton Picture House
- having a ginger cream tea in Babbacombe

Who this strategy is for

Enjoy, talk, do, be is for anyone who influences, makes or delivers policies or whose work affects the quality of experience for those who live, work in or visit Torbay. This includes individual cultural practitioners and organisations; voluntary, community and social enterprises; the private and public sectors. It's not a Torbay Council strategy, although it's approved by them: as a partner among others, they have a key delivery role. As a 10 year strategy, it's designed to provide a shared vision, direction and way of working that drives sustainable development. Something everyone can get behind to make a positive difference.

Starting points: Torbay's cultural life

Every day developing the strategy, an inspiring story, interesting fact, illuminating experience or innovative way of working was shared about Torbay, where you can find:

- a home to Britain's earliest humans
- valued local heritage assets, some with national and international significance
- museums from the voluntary and public sectors partnering for a sustainable future
- contemporary cultural practices meeting local traditions
- more visitor attractions than any other seaside resort in the UK
- national sporting events on land and at sea
- dedicated volunteering in local sports clubs
- accessible pricing and imaginative marketing encouraging people as 'first time' exhibition visitors and audiences at performances by internationally renowned artists
- a strong community, voluntary and social enterprise sector focused on asset based community development to grow the economy from the local resource
- public, private and voluntary sector providers working together to increase young people's participation and develop their skills
- business investment in cultural activities enlivening town centres to increase footfall

These are all cause for **celebration** – along with the many other distinctive attributes and achievements that make Torbay a special place.

Consultation also evidenced consistent messages about key **challenges**:

- lack of awareness about the existing cultural offer
- low expectations and aspirations affecting engagement, participation and quality
- absent progression pathways for children and young people, particularly those from disadvantaged families and neighbourhoods
- perceived imbalances between provision for residents and visitors
- missed opportunities to share, and learn from, experience
- working approaches such as '*working round "their" way*', '*start stop*' and '*in out*' at times – resulting in isolated programming, one-off or toured in cultural activities offering a great experience in themselves, but not realising all their potential... to make local links; nurture home grown talent; build capacity; and provide for an ongoing legacy of development

People were energised to make **Enjoy, talk, do, be** the **opportunity** to respond to these challenges in a wider context of economic and social needs. They felt empowered to make culture a driver for a better quality of life in the Bay, with these desired **outcomes**:

- increased engagement and participation
- an enhanced and coherent cultural offer
- a resilient and respectful way of working

Strategy format and functions

Enjoy, talk, do, be comprises a shared **Vision**, with **Ambitions, Principles, Aims, Objectives** and **Opportunities**:

- helping everyone see the 'bigger picture' in which they play a part
- informing the prioritising of developments
- evidencing a strategic and sustainable approach

To encourage wide ownership and active use, the **Strategy** focuses on key points drawn from the consultation and research that inform future direction, rather than documenting all current cultural provision. This **Summary** acts as an introduction to the strategy document itself. For more information and detail, you can read the **Three year Delivery Plan** that includes all the strategy **Actions** and also the **Supporting context and evidence report**. These documents are hosted on the Torbay Council website.

OUR VISION

Torbay: a landscape of culture... *quality of life and opportunity enjoyed by all in a 21st century coastal location 400 million years in the making*

OUR AMBITIONS

Enjoy... enabling more people to take pleasure from cultural activities

Talk... encouraging positive exchange to share, reflect on and enhance our cultural offer

Do... inspiring more people to shape and make their own cultural experiences

Be... celebrating the uniqueness of Torbay's cultural past, present and future

OUR PRINCIPLES

People first: residents, visitors, practitioners and businesses all benefitting from and contributing to a vibrant cultural life

Pride of place: caring for our buildings, neighbourhoods, town centres, coast and countryside in the unique environment of the English Riviera Global Geopark

Joined up working: connecting, complementing and collaborating on development and change for a sustainable future

OUR AIMS

One: to increase engagement and participation in cultural opportunities in Torbay, by:

- building from the community as well as bringing in new and diverse experiences
- supporting creative and cultural learning
- harnessing the health and wellbeing benefits of culture

Two: to maximise the distinctive natural and built cultural assets of Torbay, by:

- protecting, enhancing and utilising cultural places and spaces for culture
- developing a year-round season-based rhythm of cultural events
- contributing to safe and sustainable living, working and visiting

Three: to ensure cultural development is a key contributor to economic and social development in Torbay, by:

- strengthening support for the creative and cultural economy and the benefits it brings
- sharing knowledge, skills and resources to diversify and grow the income base
- making links to and culture proofing other policies, strategies and plans

How the strategy will be implemented

A new **Torbay Culture Board**, supported by an executive post, will oversee implementation of **Enjoy, talk, do, be** and the accompanying rolling **Three year Delivery Plan**. The **Delivery Plan** shows how the actions of the Culture Board and partners deliver the strategy aims. It will be reviewed and updated every year, ensuring the overarching strategy ambitions remain relevant in a changing world, not least as different delivery partners may emerge.

The Board will comprise independent members appointed through an open recruitment process and representing key areas and interests, with local and regional policy and funding agencies in attendance.

There'll also be a **Torbay Culture Forum** – open to all with an interest and stake in cultural development in the Bay. This will meet regularly on key cross sector topics, as well as offering networking opportunities and ensuring that the strategy remains grounded, with the Board focused on its work.

Board and Forum members will nominate **Torbay Culture Ambassadors** – enthusiasts and advocates of culture, from taxi drivers to housing officers to local cultural celebrities – to champion culture with their colleagues, customers and communities.

'All working for all of us.'

Imagining the future

With this **Vision**, these **Ambitions** and **Principles**, what could Torbay be like in 10 years' time?

These were some of the views offered during the preparation of **Enjoy, talk, do, be**:

*A happy place where families are joining in...
Cutting edge, innovative, home grown culture...
People trading well, people earning well...
An offer over, above and including, the bucket and spade...
Activities and food making a more attractive, all year round experience...
Harnessing heritage as a force for good...
Taxi drivers enthusing about the Geopark...
Green spaces being valued and cared for...
A warm welcome for everyone, with confidence that the streets are clean and safe...
Great sport developed in the great outdoors...
A constant flow of activity from beach to high street – all joined up...
Open, collaborative and generous working...
Pride and ownership from local people...
The fostering of what's possible...*

Visitors will marvel at the way it is...

Wherever you go in the world, you'll be proud to say you come from Torbay...

Involvement in cultural activities helps us 'be us': knowing and expressing ourselves, experience and understanding people and world around us. Culture can be a powerful driver for development, with community-wide social, economic and environmental impacts. It can also be transformative. As one young Torbay resident taking part in a local cultural project said, 'I've gone from *I can't do this* to **I feel like a superhero.**'

ENJOY, TALK, DO, BE...
A cultural strategy for Torbay and its communities 2014-2024
commissioned by Torbay Development Agency, funded by partner Arts Council England

Three Year Delivery Plan 2014-15, 2015-16 and 2016-17

This rolling **Three Year Delivery Plan** sets out the Torbay cultural strategy **Aims and Objectives**, outlining the **Actions** of the Torbay Culture Board in relation to key initiatives beyond the current remit of any one organisation. It identifies **key delivery partners, resources, milestones and measures of success**. The Plan will be refined by the Board when it is established and will be reviewed and updated on an annual basis.

The format of the **Plan** can also be used by practitioners and organisations in delivering against the strategy **Aims and Objectives** – enabling them both to reference the strategic context of their work when planning, making funding applications and developing partnerships and also to capture data, evaluate success, identify and share learning points (through the Torbay Culture Forum and other means) that contribute to the strategy's shared **Ambitions and Principles**.

*NB The two ongoing elements of strategy implementation – Torbay Culture Board meetings and Torbay Culture Forum events – are timetabled before each of the specific year **Action** charts below.*

Key:

- ERGO English Riviera Geopark Organisation
- ERTC English Riviera Tourist Company
- TC Torbay Council
- TCB Torbay Culture Board
- TCCT Torbay Coast & Countryside Trust
- TCF Torbay Culture Forum
- TDC Torbay Community Development Trust
- TDA Torbay Development Agency
- TYCP Torbay Youth Cultural Partnership

NB It is recognised that in a fast changing environment, some of these specific organisations or their responsibilities may change and actions will need to be progressed by others with a similar appropriate remit.

- Q1 Quarter 1 (April to June)
- Q2 Quarter 2 (July to September)
- Q3 Quarter 3 (October to December)
- Q4 Quarter 4 (January to March)

Year one: July 2014 to March 2015 (quarters 2 to 4)

Focus on establishing the infrastructure; embedding strategy awareness and ownership; developing partnerships; EVENTFUL TORBAY; and co-ordinated marketing

There are seven 'foundation' actions in this first year to support ownership in implementing **Enjoy, talk, do, be** as below:

- 1 Issue notice re strategy in Torbay Council Forward Plan (June 2014)
- 2 Discuss final draft with Arts Council England to confirm strategy meets their needs (June/July)
- 3 Present strategy to Torbay Council Conservative, Liberal Democrat and Non-Coalition Groups (July/August)
- 4 Agree initial/interim executive support (eg TDA) to launch/promote strategy, establish and support Culture Board (July – September)
- 5 Circulate strategy documents to consultees and Community Partnerships (August/September)
- 6 Take 'key decision' on adoption of strategy at full Torbay Council meeting Council (25 September)
- 7 Hold strategy launch event and promote strategy to consultees, other stakeholders, delivery partners, elected members and all relevant staff (directly and indirectly involved in cultural provision) across the Torbay Council Directorates (September/October)
- 8 Undertake recruitment for Torbay Culture Board (September/October)

Many of the actions in this first (part) year will be achieved as 'quick wins' through a re-aligned allocation/contribution of existing staff time and resources with organisations/individuals working together more for mutual benefit. Successful fundraising to support the Board, post and programme from the second year onwards will be a key output.

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) events with key topic

November	TBC: Establish working relationships; refine TOR/Delivery Plan; start planning for Forum event; scope Ambassador scheme
January	TBC: Finalise first Forum event; start preparation of ACE application for strategy delivery
February	TCF: 'Eventful Torbay'; strategy update; launch Ambassador scheme
March	TCB: Review Forum event/action points; sign off and submit ACE application; start planning for second Forum event

Aims and objectives	Actions	Key delivery partner(s)	Resources	Dates/ Milestones	Measures of success
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	Develop good practice partnership working guidance in collaboration with current national touring organisations	Torbay Council, Doorstep Arts, WNO/BAC/ Philharmonia	Staff time	Q3	Guidance produced and used Positive evaluation of partnership working by all partners Increased audiences/ participants with better experiences Greater exchange with local practitioners
	Establish Marketing Development Task & Finish Group to draw up an action plan, with low cost/high return 'quick wins' as well as longer term developments	TC, TDA, ERTC	Staff time Re-aligned resources Additional resources as required (eg ACE)	Q2	Co-ordinated marketing efforts Increased content on key websites/ number of hits Increased/ diversified audiences and participants
Objective: support creative and cultural learning	Support TYCP developing relationships with Children's Services, Teaching School, cultural sector (eg Dance in Devon, DAIS) to provide and promote joined up offer	TCYP, TC	Staff time	Q3	Effective communications across all CYP sector providers Children and young people accessing joined up offer

	Support TYCP to develop work with South Devon College, University of Exeter and initiate contact with Plymouth College of Art and Plymouth University re progression routes	TCYP, SDC, HEIs	Staff time	Q3	New partnerships Articulated progression routes
Objective: harness the health and wellbeing benefits of culture	Convene meeting across culture/health & wellbeing interests to explore possibilities	TC, TCDT, Healthwatch	Staff time	Q3	Developments scoped in strategic and inclusive context
Aim two: to harness the distinctive natural and built cultural assets of Torbay					
Objective: protect, enhance and utilise cultural places and spaces for culture	Support development of new Geopark festival and associated events, incl. sharing learning from other designated sites	ERGO, TC, TDA	Staff time	Q3	Geopark achieves greater recognition and cross cultural sector involvement
	Support developments re Paignton Picture House to explore multi-use incl. working with Torbay Action for Art	TC, Paignton Picture House Trust	Staff time	Q2	Viable business plan for Picture House
Objective: develop a year-round season-based rhythm of cultural provision	Hold Culture Forum event on Eventful Torbay and scope action plan	TC, TDA, ERTC	Staff time; venue; fee speaker; catering TC/ TDA/ ERTC	Q4	Number of attendees/identified new work relationships/ideas & actions
	Make presentation and elicit feedback at Mayor's Events Forum	Events Forum	Staff time	Q4	Finalised Eventful Torbay action plan Wide ownership of implementation

Objective: contribute to safe and sustainable living, working and visiting	Support cultural use of empty shops	TC, Town Centre Companies, Action for Art etc	TC business rate relief	Q2	Empty shops put into creative use Increased retail footfall
	Increase/enhance cultural street activities	TC, Town Centre Companies, etc	Staff time	Q3	Positive environment Increased retail footfall
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	Work with TCDDT and TDA to promote support services to cultural sector	TCDDT, TDA	Staff time	Q2	Diversified/ increased income
	Hold discussions at Culture Board re key cross cultural sector projects re resource alignment	TC, ERTC, ERGO	Staff time	Q3 and ongoing as relevant	Increased and multi-sourced investment in key/prioritised projects
Objective: share knowledge, skills and resources to diversify and grow the income base	Share good practice re volunteer and friends schemes	Relevant organisations, TCDDT	Staff & volunteer time	Q2	Enhanced management and experience Better supported organisations Increased audiences Increased resources
	Scope shared event resources scheme	Events Forum membership	Staff & volunteer time	Q2	Lower individual event costs Increased collaborative working

Objective: make links to and culture proof other policies, strategies and plans	Refer to Strategy within Masterplanning work	TC /consultants	Staff time	Q2 & ongoing	Culture supported in Local Plan process
	Meet with other strategy owners and draw up schedule of policy/strategy/plan reviews	TC	Staff time	Q2/4	Culture understood by strategy owners and embedded in the future

2015-16

Focus on HEALTH AND WELLBEING; CREATIVE AND CULTURAL ECONOMY; YOUNG PEOPLE; and co-ordinated marketing

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) events with indicative topics, alongside standing strategy update and networking

- April*
- May TCB: Plan recruitment to post, subject to funding; finalise planning for Forum event
- June TCF: 'Health and Wellbeing'
- July TCB: Review Forum event/action points; start planning for Forum event; recruit to post;
- August*
- September TCB: finalise planning for Forum event; start induction for postholder
- October TCF: 'Creative and cultural economy'
- November TCB: Review Forum event/action points; start planning for Forum event;
- December*
- January TCB: finalise planning for Forum event
- February TCF: 'Creative and cultural learning'
- March TCB: Review Forum event/action points; annual strategy review and update

Aims and objectives	Actions	Delivery partner(s) (lead in bold)	Resources	Dates/ Milestones	Measures of success
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	Negotiate more cultural provision on residents' card	TC, other cultural partners	Staff time Providers' subsidies	Q1 and ongoing	Increased/ diversified audiences & participants
	Scope 'culture venture' funding scheme	TCDT	Staff time Budget in ACE application	Q1	Increased understanding/support of community/co-produced work
	Implement marketing action plan/plans	TC, ERTC etc	Staff time & existing marketing budgets; budget in ACE	Q1 and ongoing	Increased/ diversified audiences & participants

Objective: support creative and cultural learning	Implement actions from developed relationships between TYCP & others to promote/provide joined up offer	TYCP etc	Staff time Organisational budgets aligned where possible to maximise leverage of other funding	Q1 and ongoing	Increased access to cultural opportunities for children and young people	
Objective: harness the health and wellbeing benefits of culture	Hold Culture Forum 'Creative and Cultural Learning' event	TYCP, TC, Teaching School, SDC and eg Plymouth College of Art	Staff time; fee for speakers; catering. TC/TYCP (RIO)	Q4	Number of attendees/identified new work relationships/ideas & actions	
Objective: harness the health and wellbeing benefits of culture	Hold Culture Forum 'Culture, health and wellbeing' event	TC, Health & Wellbeing Board, Healthwatch	Staff time; fee for speakers; catering. TC/Healthwatch	Q1	Number of attendees/identified new work relationships/ideas & actions	
Objective: harness the health and wellbeing benefits of culture	Draw up action plan with resourcing for culture, health and wellbeing work	TC, Healthwatch and partners identified at Forum event	Staff time Fundraising from targeted sources	Q1 and ongoing	Strategic approach to culture, health and wellbeing work Increased investment/positive outcomes in this area of work	
Aim two: to harness the distinctive natural and built cultural assets of Torbay						
Objective: protect and enhance cultural places and spaces for culture	Support ERGO festival The Tale and development of a wide cultural programme for 2016 Global Geopark	ERGO, Situations, TC, TDA	Staff time ACE and other funding, sponsorship	Q1 and ongoing	Involvement of wider cultural sector in event planning and delivery	

	Scope and commission Torbay cultural venue strategy	TC, venues	Staff time Possibly specific funding needed	Q2	All types of cultural venues working better together
Objective: develop a year-round season-based rhythm of cultural provision	Implementation of Eventful Torbay action plan (to include proactive advance programming of major events/marketing)	TC, TDA, ERTC	Staff time ACE and other funding, sponsorship	Q1 and ongoing	Increased cultural destination profile Increased number of visitors/visitor stay & spend
Objective: contribute to safe and sustainable living, working and visiting	Scope extension of Museums at Night, research White Nights/LightNights	TC, Future Museums Group, ERTC	Staff time	Q1	Strategic approach to diversifying night time economy and activities
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	Hold Culture Forum 'Creative Economy' event	TDA, LEP, SDC, local HEIs	Staff time; fee for speakers; catering. TDA/SDC	Q3	Number of attendees/identified new work relationships/ideas & actions
	Commission research to scope the size, impact and support needs of the local creative and cultural economy; draw up action plan	TDA, LEP	Staff time ACE and other funding,	Q3	Current sector intelligence available Informed creative economy action plan
	Start to implement action plan	TDA	ACE, LEP and other funding	Q4	Growth in local creative economy Increased turnover and impacts Inward investment and businesses attracted to relocate
Objective: share knowledge, skills and resources to diversify and maximise	Hold local cultural commissioning advocacy and training event	TC, NHS, TYPC, Healthwatch	Staff time	Q1	Service providers aware of what cultural sector can offer

income						Cultural sector aware re commissioning Successful cultural commissioning/outcomes
	Scope European connections Input to reviews	ERTC, English language schools As appropriate	Staff time Staff time	Q3 Q1 and ongoing	List of potential European partners Culture embedded in other strategies Cultural activities used to deliver on outcomes	
Objective: make links to and culture proof other policies, strategies and plans						

2016-17

Focus on places and spaces for culture (built and natural environment); public realm; CROSS SECTOR WORK IN RELATION TO THE ENGLISH RIVIERA GLOBAL GEOPARK

Torbay Culture Board (TBC) meetings with key agenda items and Torbay Culture Forum (TCF) with indicative topics, alongside standing strategy update and networking

- April
- May TCB: Finalise planning for Forum event
- June TCF: 'Places and spaces for culture'
- July TCB: Review Forum event/action points; start planning for Forum event
- August
- September TCB: finalise planning for Forum event
- October TCF: 'Public realm'
- November TCB: Review Forum event/action points; start planning for Forum event
- December
- January TCB: finalise planning for Forum event
- February TCF: 'Re-visiting Eventful Torbay'
- March TCB: Review Forum event/action points; annual strategy review and update

Aims and objectives	Actions	Delivery partner(s) (lead in bold)	Resources	Dates/ Milestones	Measures of success
Aim one: to increase engagement and participation in cultural opportunities in Torbay					
Objective: build from the community as well as bring in new and diverse experiences	Ensure balance of community based programming and product from outside	Various	Staff time, ACE budget	Q1 and ongoing	Increased/ diversified audiences and participants incl. new and repeats Qualitative evidence of high quality experiences

	Implement marketing action plan/plans	TC, ERTC etc	Staff time & marketing budgets; budget in ACE for new/ collaborative initiatives	Q1 and ongoing	Increased/ diversified audiences & participants
Objective: support creative and cultural learning	Support and implement opportunities identified at Culture Forum	TYCP, TC, Teaching School, SDC and eg Plymouth College of Art	Staff time Focus and align existing resources; fundraise for specific initiatives	Q1 and ongoing	More diverse offer Clearer progression routes Increased engagement/ participation
Objective: harness the health and wellbeing benefits of culture	Implement action plan for culture, health and wellbeing work	TC, Healthwatch and partners identified at Forum event	Staff time Commissioning budgets spent on culture Fundraising for other specific initiatives	Q1 and ongoing	Targeted health outcomes achieved
Aim two: to harness the distinctive natural and built cultural assets of Torbay					
Objective: protect and enhance cultural places and spaces for culture	Support Global Geopark conference cultural programme	ERGO, ERTC, TDA	Fundraising needed eg EU sources	Q1-3	Enhanced international recognition Increased local appreciation/ understanding of Geopark
	Implement venue strategy	TC, TDA and venues	Staff time Fundraising for eg capital developments	Q1 and ongoing	Co-ordinated programming/marketing leading to increased profile/audiences

	Hold Culture Forum 'Places and spaces for culture' event	TC/TDA/TCCT	Staff time; fee for speakers; catering. TC/TDA/TCCT/ERGO	Q1	Number of attendees/identified new work relationships/ideas & actions
Objective: develop a year-round season-based rhythm of cultural provision	Implementation of Eventful Torbay action plan	TC, TDA, ERTC	Staff time ACE and other funding, sponsorship	Q1 and ongoing	Increased profile as cultural destination Increased number of visitors/visitor stay & spend
	Hold Culture Forum 'Eventful Torbay re-visited' event	TC, TDA, ERTC	Staff time; venue; fee speaker; catering TC/ TDA/ ERTC	Q4	Number of attendees/identified work relationships/ideas & actions implemented
Objective: contribute to safe and sustainable living, working and visiting	Hold Culture Forum 'Public Realm' event	TC, architects	Staff time; fee for speakers; catering. TC/architects	Q3	Number of attendees/identified new work relationships/ideas & actions
	Implement extended Museums at Night, start fundraising for other programmes	TC, Future Museums Group, ERTC	Staff time ACE, HLF, sponsorship	Q1	Diversified night time cultural offer Increased audiences and participants
Aim three: to ensure joined-up cultural development is a key contributor to economic and social development in Torbay					
Objective: strengthen support for the creative and cultural economy and the advantages it brings	Continue to implement creative economy action plan	TDA etc	TDA/ACE/LEP funding	Q1 and ongoing	Growth in local creative economy Increased turnover and impacts Inward investment

	<p>Objective: share knowledge, skills and resources to diversify and maximise income</p>	<p>Support continued collaborative actions</p>	<p>TCDT</p>	<p>Staff time</p>	<p>Q1 and ongoing</p>	<p>and businesses attracted to relocate Enhanced management Better supported organisations Increased audiences and participants Increased resources Culture embedded in other policies, strategies and plans Cultural activities used to deliver on outcomes</p>
<p>Objective: make links to and culture proof other policies, strategies and plans</p>	<p>Input to reviews</p>	<p>As appropriate</p>	<p>Staff time</p>	<p>Q1 and ongoing</p>		



Meeting: Council

Date: 25th September 2014

Wards Affected: All

Report Title: Capital Investment Plan Update - 2014/15 Quarter 1

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1 Purpose

- 1.1 The Council's capital investment plan with its investment in new and existing assets is a key part of delivering the Council's outcomes. This is the first Capital Monitoring report for 2014/15 under the Authority's agreed budget monitoring procedures. It provides high-level information on capital expenditure and funding for the year compared with the latest budget position as reported to Council in February 2014.

2 Proposed Decision

- 2.1 Council note the latest position for the Council's Capital expenditure and funding for 2014/15.
- 2.2 Council approve that £6.1 million of capital resources to be allocated to schools for basic need (pupil places) for the period up to 2017/18, subject to each individual scheme being approved by the Operational Director in consultation with the Mayor.
- 2.3 Council approve £0.630 million of capital resources to be allocated to schools for repair and maintenance in 2014/15.
- 2.4 Council approve £0.1 million of capital resources to be allocated to schools for the free school meals initiative.
- 2.5 Council approve £0.350 million of capital resources, previously allocated to the empty homes scheme to be reallocated to improvement works at Torquay Harbour side.
- 2.6 Council approve £0.1 million capital grant to support Torbay Coast & Countryside Trust's Green Heart Project to be funded from capital receipts.
- 2.7 Council approve £0.150 million of capital resources to fund improvements works at the Old Toll House in Torquay to be funded from capital receipts.
- 2.8 Council approve £0.237 million of capital resources to fund additional beach huts at Broadsands. This is to be initially funded from prudential borrowing which will be repaid from future beach hut income.
- 2.9 Council approve the allocation of £0.660 million from the SDLR reserve to support the Council's contribution to support the Torquay Gateway transport scheme (£0.385m) and Torquay Centre Access transport scheme (£0.275m). The reserve to be repaid, as resources permit, from future year transport capital resources.

3 Reasons for Decision

- 3.1 Quarterly reporting to both the Overview and Scrutiny Board and to Council is part of the Council's financial management process. This report was considered by the board on 4th September 2014.
- 3.2 The Capital Investment Plan forms part of the Council's financial management process.
- 3.3 The allocation of unringfenced capital grants, the use of prudential borrowing and the use of capital receipts are Council decisions.

4 Summary

- 4.1 Members of the Overview and Scrutiny Board and Council receive regular budget monitoring reports on the Council's Capital Investment Plan throughout the year. The Council's four year Capital Investment Plan is updated each quarter through the year. This report is the monitoring report for the first quarter 2014/15 and includes variations arising in this quarter and in the last quarter of 2013/14.
- 4.2 The overall funding position of the 4-year Capital Investment Plan Budget of £69.7 million, covering the period 2014/15 – 2017/18, is in balance but still relies upon the generation of a further £4.1 million of Capital income from capital receipts and capital contributions over the life of the Capital Investment Plan.
- 4.3 Of this £4.1m, £3.6 million was required from capital receipts before the end of the current Plan period. Of this sum £1.5 million has been received by the end of July, leaving a balance of £2.1 million still to be realised. It is only after this target has been reached that any capital receipts should be applied to new schemes.
- 4.4 The Plan also requires a total of £0.5m from capital contributions including community infrastructure levy. In addition £2.1m is due to be generated from S106 contributions to part fund the South Devon Link Road.
- 4.5 As the target income for capital receipts and capital contributions are required to meet existing Council commitments, it is important that any capital income raised is allocated to existing commitments and not used to support additional expenditure on new schemes.

5 Supporting Information

- 5.1 The original capital budget approved by Council in February 2014 was £26.4 million. That has been subsequently revised for re profiling of expenditure from 2013/14, new schemes and re profiling expenditure to future years. All changes with reasons have either been included in previous monitoring reports, or are detailed in this report. The Capital Investment Plan Update report – outturn 13/14 was presented to Council in July 2014 and provided information on a number of schemes which, for completeness, are included in the table of budget movements.
- 5.2 Capital budgets of £5.1m have been carried forward to 2014/15 to enable schemes not completed or progressed in 2013/14 to be continued in the current year along with the funding sources for the scheme. It should also be noted that re profiling budgets often result from valid project management reasons such as scheme re engineering, further consultations and clarification with users or detailed tendering.
- 5.3 Of the total £69.7 million of the 4 year programme, £35.6 million is currently scheduled to be spent in 2014/15, including £9.5m on the South Devon Link Road. It is expected that during 2014/15 expenditure will be re profiled to future years.

6 Movements in 2014/15 Estimated expenditure

6.1 The movements in the estimate of expenditure in 2014/15 on the Capital Investment Plan between the estimate at February 2014 of £26.4m and the current approved budget for 2014/15 of £35.5m, split by the categories of funding, are as follows:

Scheme	Variation in 2014/15	Change £m	Reason
Estimate as at Q3 2013/14		26.4	Capital Investment Plan Update - 2013/14 Quarter 3 (Report 27 Feb 2014)
Budget changes since Q3 2013/14			
Devolved Formula Capital	Additional ring fenced Grant for schools	0.1	
Office Rationalisation Project	Reduced budget requirement, (Dilapidations)	(0.5)	
Sub Total		26.0	
Schemes brought forward from 2013/14 to 2014/15	Re profile from 2013/14	5.1	See 2013/14 Capital Outturn Report (Council 17 th July 2014) updated
		31.1	
“Old” Funding Regime”			
NGP Innovation Centre Phase 3	Reprofile 14/15 budget	(0.2)	Review of likely expenditure
		(0.2)	
“New” Funding Regime			
Affordable Housing	Increase budget	0.3	Additional resources from RTB Clawback receipts 2013/14
Capital Repairs and Maintenance 2014/15	New budget allocation	0.6	Allocation of DfE grant primarily for works at Furzeham Primary
Combe Pafford	New budget allocation	0.1	Council contribution to funding
Ellacombe Primary expansion	New budget allocation	0.1	Part resource allocation to expansion scheme
Mayfield expansion	Budget reallocated to Roselands	(0.1)	Saving used to support Roselands scheme
Roselands expansion	Increase 14/15 budget	0.2	Increased costs
St Margaret Clitherow	Increase 14/15 budget	0.1	Increase in cost of project
Torre CoE Primary School	Budget reallocated to St Margaret Clitherow and Roselands	(0.2) (0.1)	Saving on scheme transferred to support other projects
Whiterock Primary School expansion	Budget Provision for 2014/15	(0.3)	Rephasing part of initial phase of expansion
TCCT grant	New budget allocation	0.1	Funding to Green Heart Project
Old Toll House, Torquay	New budget allocation	0.2	Improvements works on the property
		1.0	
“New” Ring fenced funding			
Key Stage 1 Free School Meals	New DfE funding	0.1	Resources allocated to Education Services
Environment Agency - Winter 2013/14 Storm Damage	Part of Government funding package for severe storms	0.4	Funds provided for specific storm damaged sites
Payroll Project	New scheme	0.4	IT development of Payroll Software

		0.9	
Prudential Borrowing			
Beach Chalets Broadsands	New budget for 14/15	0.2	Provision of additional new beach chalets
Empty Homes Scheme	Rephase and reallocate budget	0.1	Budget rephased and allocated to Torquay Harbourside scheme
South Devon Link Road	Re profile to 2014/15	2.6	Latest profile of expenditure for this major scheme
TOR2 grant – Refuse transfer vehicles	New budget for 14/15	0.4	Approved allocation to minimise costs
		3.3	
General Capital Contingency			
General Contingency	Re profile to later years	(0.5)	Review of likely requirements
		(0.5)	
Estimate – Quarter One 2014/15		35.6	

7 Expenditure

- 7.1 The Council approved the original 4-year Capital Investment Plan Budget for the period 2012/13 – 2015/16 in February 2012. This plan has been subsequently updated for any further revision to both projects and timing, resulting in the latest revision attached to Annex 1. The Plan now totals £69.7 million over the 4 year period of which £35.6 million relates to 2014/15 and £13.4 million relates to 2015/16
- 7.2 The purpose of this report and the Monitoring statement attached is to highlight any existing or potential issues which may affect the delivery of the major projects included in the Plan and to consider any potential effect on corporate resources.
- 7.3 Expenditure to the end of this first quarter was £2.3 million with a further £11.3 million of commitments on the Council's finance system. The expenditure of £2.3 million is only 6% of the latest budget for 2014/15. This compares with £4 million (or 23% of outturn) for the first quarter last year. It is recognised that for a number of schemes, notably the £10m South Devon Link Road, the Council will not incur significant expenditure until later in the year.

	2009/10 £m (%)	2010/11 £m (%)	2011/12 £m (%)	2012/13 £m (%)	2013/14 £m (%)	2014/15 £m (%)
Quarter One	8 (16%)	10 (23%)	3 (14%)	2 (11%)	4 (23%)	2 (6%)
Quarter Two	11 (22%)	13 (30%)	7 (32%)	4 (21%)	4 (23%)	-
Quarter Three	13 (27%)	9 (21%)	5 (22%)	5 (26%)	3 (18%)	-
Quarter Four	17 (35%)	11 (26%)	7 (32%)	8 (42%)	6 (35%)	-
Total In Year	49	43	22	19	17	36

Main Variations & Management Action

8 "New Funding Regime"

- 8.1 An estimate of funds was identified in the Capital Investment Plan (February 2012) for the four years of the Plan, which was provisionally allocated to a number of "priority" areas.
- 8.2 The Capital Investment Plan as at 2014/15 Quarter One shows the approved schemes to the extent that funding has been received or confirmed. Where the value of the approved schemes exceeds the known funding, temporary prudential borrowing has been used pending the future receipt of funds, at which point the funding will be swapped. However if funding is not realised, such as lower than anticipated grant funding, then the Capital Investment Plan will have to be reduced accordingly or alternative sources of funding allocated such as prudential borrowing.
- 8.3 Scheme Updates:

- 8.4 School Basic Need: It is proposed that Council approve that £6.1 million of additional capital resources are allocated to schools for basic need (pupil places) for the period up to 2017/18, subject to each individual scheme being approved by the Operational Director in consultation with the Mayor. Schools under consideration for investment to meet the demand for pupil numbers include: White Rock (£2.5m), Ellacombe (£0.5m), St Margarets (£2.0m), Roselands (£1.0m) and Combe Pafford (£0.1m).

The £6.1 million of funding is linked to the Department of Education basic need allocations for 2015/16 (£1.7m additional funds only) and 2016/17 (£2.9m) that were reported to Council in February 2014 and an estimate of £1.4m funding for 2017/18. If the £1.4m funding for 2017/18 is not confirmed then alternative resources will need to be identified. As these grants are unringfenced and there is an estimate for 2017/18 funding, a Council decision is required to allocate these funds.

- 8.5 Combe Pafford Council contribution: The agreed £0.1 million contribution (as above) represents match funding which it is anticipated will enable the school to bid for further funding from Education Funding Agency to provide improvements which would help the school's accommodation shortfall.
- 8.6 Ellacombe Academy: The budget allocation of £0.05 m in 2014/15 reflects initial expenditure of a total £0.5 million scheme (as above) to provide additional accommodation for increased pupil numbers which are to be provided over the next three years.
- 8.7 Mayfield expansion was completed in August 2013 but, because the original contractor went in to administration, the final costs have only recently been established. There is a saving of £0.1m on the scheme which is now required to cover an anticipated increase in cost for the current Roselands Expansion project.
- 8.8 Torre Academy - achieved practical completion on 7th July 2014. The project was delivered on time and within budget. The project team have realised savings of £0.250m on this scheme. This saving is to be reallocated to cover an anticipated increase in cost for St Margaret Clitherow and Roselands Expansion.
- 8.9 Project expenditure profiles on the current schemes at Cockington and Whiterock Schools have also been reviewed and indicate that budgets should be rephased with around £0.3 m moving to 2015/16.
- 8.10 Schools Capital Repairs and Maintenance: The Government have provided an 'un-ringfenced' grant allocation of £0.630 million and following a bid from Childrens Services, it is proposed that these resources should be allocated in line with the central government intentions. The majority will be used to fund much needed improvement works at Furzeham Primary.
- 8.11 Grant to TCCT £0.1m – It is recommended that Council approve partnership funding for Torbay Coast and Countryside Trust's bid to Heritage Lottery Fund to enhance the assets around the Cockington Estate (Green Heart Project), to be funded from capital receipts.
- 8.12 Old Toll House, Torquay - Council approve £0.150 million of capital resources, to be funded from capital receipts, for improvements works at the Old Toll House in Torquay to enable the property to be used in the future possibly generating a future rental stream.
- 8.13 Affordable Housing: The Council has received £0.260 m from Right to Buy Clawback receipts for 2013/14 under its Housing Stock transfer agreement with Riviera Housing Trust (now part of Sanctuary Housing Association). The approved Capital Strategy has previously agreed that these receipts should be allocated to provide resources for Affordable Housing schemes.
- 9 **"Old Funding Regime"**

This section relates to the schemes in the Capital Investment Plan that were allocated to services from capital funding that originated in 2011/12 and earlier financial years.

9.1 Children's Services:

Barton Primary School Rebuild/Refurb – achieved practical completion on 17th April 2014. The project was delivered on time and within budget.

Childrens Centres: £0.1 m of unallocated resources from this budget have now been used to provide resources to enable refurbishment work at the former Hillside Family Centre which will be used by Torbay School.

Some small unused budgets from schemes have now been consolidated in the Education Review budget.

9.2 New Growth Points: The plans for a proposed scheme for Innovation Centre Phase 3 are still progressing but it is now considered that £0.1 m of the budget will be used this financial year with the remainder not required until 2015/16.

9.3 Torbay Enterprise Project. This project is now likely to be finalised this year with sites and schemes identified to provide facilities to assist people in to work and independent living.

10 **“New” Ring fenced funding**

10.1 Payroll Project – a new IT development scheme has been included in the Capital Investment Plan for the provision of a new Payroll system (£0.370m). It is expected that the system will be procured in the current financial year and is funded from already earmarked reserves and the Council's revenue contingency.

10.2 Children's – Key Stage 1 Free School meals. - New Government funding to enable schools to provide free school meals for children in Key Stage 1. Whilst this is not a ring fenced grant it is proposed to use these resources for the indicated purpose. It is recommended that Council approve £0.1 million of capital resources be allocated to schools for the free schools meals initiative.

10.3 Environment Agency: Winter 2013/14 Storm Damage. Following the severe weather conditions experienced from December 2013 to February 2014, officers successfully negotiated a claim for £0.4 million from the Environment Agency to contribute to the cost of repairs to sea defences at various sites, including Livermead Sea Wall, Meadfoot Sea Wall, Brixham (Victoria) Breakwater, Hollicombe and Goodrington North. This funding is additional to the Council's potential Bellwin Scheme claim, which will reimburse the Council for some of its urgent revenue costs following the storms.

10.4 Local Transport Board: The Heart of the South West Local Enterprise Partnership (LEP) as a Local Transport Board is to be awarded funds from 2015 to prioritise and allocate on a regional basis to major transport schemes. The Council has successfully submitted bids to this Board for transport works in relation to Western Corridor, Edginswell Station, Torquay Gateway and Torquay Town Centre access. The Government has recently confirmed its funding to the LTB and provided these schemes progress through the LTB allocation process they will receive funding over the next few years. As two of these schemes require a level of (new) match funding from the Council it is recommended that Council approve the allocation of £0.660 million from the SDLR reserve to support the Council's contribution to support the Torquay Gateway transport scheme (£0.385 m) and Torquay Centre Access transport scheme (£0.275m). The reserve will be repaid, as resources permit, from future year transport capital resources.

The summary of the schemes are as follows:

Scheme	Total Cost £m	Local Transport Board (LEP) £m	Local Growth Fund £m	Council Contribution £m
Western Corridor	8.1	7.3	0	0.8
Edginswell Train Station	4.0	3.4	0.6	0
Torquay Gateway	3.8	0	3.4	0.4
Torquay Town Centre	0.7	0	0.4	0.3

11 Schemes funded from Prudential Borrowing

- 11.1 South Devon Link Road: The latest estimates indicate that £9.5m of Torbay's funding contribution to this project will be required this financial year. The project is still on schedule for completion in December 2015.
- 11.2 Beach Chalets – A second phase of 25 chalets at Broadsands Beach is proposed to further improve facilities and increase chalet numbers to improve visitor services to the area. The scheme will cost £0.237 million from prudential borrowing the costs of which will be funded from chalet rentals. The scheme is expected to be completed in 2014/15 and is expected to generate over £40,000 per annum of income with a forecast surplus after additional running costs and repayment of prudential borrowing over 20 years of over £10,000 per annum.
- 11.3 Paignton Cyclopark – The cycle track was successfully opened earlier this year. The challenging ground conditions of the site have considerably increased the costs of the velodrome element of the scheme and have prevented its progress at this time. The total budget and timing will be adjusted in the future to reflect any decisions on the project.
- 11.4 Fleet vehicles: The purchase of a vehicle (£0.030m) for use at Brixham Harbour has been approved from the available budget resources. The borrowing costs will be funded by Marine Services.
- 11.5 TOR 2 –Refuse Transfer Vehicles: A grant of nearly £0.4m to TOR2 to purchase specialist vehicles to transfer waste to the new Energy from Waste plant in Plymouth, has been approved. This will be funded by prudential borrowing but produces savings on the procurement of the vehicles and thereby reduces costs to the Council.
- 11.6 Torquay Harbourside Public Realm £0.350m – It is proposed that funding be identified to enable improvements to the public realm areas around Torquay Harbourside. It is recommended that Council approve £0.350 million of capital resources, previously allocated to the empty homes scheme, to be reallocated to improvement works at Torquay Harbour side.

12 Contingency

- 12.1 The Council approved a capital contingency of £1.1 million. This contingency is still in place to provide for unforeseen emergencies or shortfall in projected income over the 4-year Plan period and represents 1.6% of the total Capital Investment Plan budget. Currently it is not anticipated that the contingency will be required this financial year so the contingency has been moved to future years.

13 Receipts & Funding

- 13.1 The funding identified for the latest Capital Investment Plan budget is shown in Annex 1. This is based on the latest prediction of capital resources available to fund the budgeted expenditure over the next 4 years. A summary of the funding of the Capital Investment Plan is shown in the Table below:

	2014/ 15	2015/16	2016/17	2017/18	Total @ Q1 14/15
	A	B	C	D	E
Funding	£m	£m	£m	£m	£m
Supported Borrowing	1	0	0	0	1
Unsupported Borrowing	16	5	3	4	28
Grants	16	6	11	3	36
Contributions	0	0	0	0	0
Reserves	0	1	0	0	1
Revenue	1	0	0	0	1
Capital Receipts	2	1	0	0	3
Total	36	13	14	7	70

Notes to Table:

Column E –reflects the Capital Investment Plan as at Quarter One 2014/15 and shows the approved schemes to the extent that funding has been received or confirmed. Where the value of the approved schemes exceeds the known funding, temporary prudential borrowing has been used pending the future receipt of funds, at which point the funding will be swapped.

Grants

- 13.2 Capital Grants continue to be the major funding stream (over 60% in 12/13 and 13/14) for the Council to progress its investment plans. An element of these grants result from “bid” processes from other public sector bodies. The Council used £10.6 million of grants in 2013/14 and is currently estimating to use £16m of grants in 2014/15.
- 13.3 Since the last Capital update (Outturn 2013/14) to Council in July 2014 the Council has been notified of grants for 2014/15 as follows:

Key Stage 1 free school meals	£0.122 m
Environment Agency – 13/14 Storm damage	£0.408 m

Further, new Government allocations of grant for future years have been confirmed as follows:

Department for Transport – Integrated Transport Block 15/16 = £1.063m (same amount also confirmed for 2016/17 & 2017/18)

The Council has been notified of a grant of £0.295m from the Department of Transport Small Ports Funds to help support the costs of storm damage. This will be included in the next revision of the capital plan when officers have considered the links between, and the conditions on, the various storm related funding the Council has applied for.

Capital Receipts –

- 13.4 The approved Plan as at 1 April 2014 relies upon the generation of a total of £3.4 million capital receipts from asset sales by the end of 2016/17 of which £1.5m has now been received by the end of July leaving a target of £1.9m to be achieved. As a result of the proposed allocation of £0.250m of capital receipts to fund two new schemes (TCCT Green Heart and Old Toll House, Torquay) the capital receipts target has increased by that value to £2.1m. This target is expected to be achieved provided that -
- approved disposals currently “in the pipeline” are completed
 - the Council continues with its disposal policy for surplus and underused assets and,
 - no new (or amended) schemes are brought forward that rely on the use of capital receipts for funding.
- 13.5 There is an ongoing risk over the value of receipts. Assets approved for disposal are reported to Council for approval, with the latest report at Council in May 2014.

Capital Contributions – S106 & Community Infrastructure Levy

- 13.6 The general target for securing capital contributions to fund the 4-year Capital Investment Plan, following review of the Budget in February 2013 was £0.5 million (required by March 2016). In addition the South Devon Link Road business case estimated external contributions including s106 payments of £2.1m to help fund the scheme (£0.080m, received to date).
- 13.7 The intention is that capital contributions are applied to support schemes **already approved** as part of Capital Investment Plan and not allocated to new schemes unless the agreement with the developer is specific to a particular scheme outside the Capital Investment Plan.
- 13.8 Income from s106’s capital contributions so far in 2014/15 is only around £0.040 million.

14 Borrowing and Prudential Indicators

- 14.1 The Council set its Prudential Indicators and monitoring arrangements for affordable borrowing in February 2014. The Authorised Limit for External Debt including long term liabilities (the maximum borrowing the Council can legally undertake) and the Operational Boundary (the day-to-day limit for cash management purpose) are monitored on a daily basis by the Executive Head of Finance and reported to Members quarterly.

The limits are as follows

- **Authorised Limit** £231 million
- **Operational Boundary** £161 million

External Debt, and long term liabilities, such as the PFI liability, as at end of June 2014 was £146.8 million. The current level of debt is within the Operational Boundary and the Authorised Limit set for the year. No management action has been required during the quarter.

- 14.2 The only anticipated change to the level of Council's liabilities in 2014/15 is the PFI scheme for the Energy From Waste facility plant in Plymouth. If this scheme is judged to be an asset to be recognised on the Council's balance sheet then a corresponding liability will also need to be recognised.

- 14.3 The Council's capital expenditure has an overall positive impact on the Council's Balance Sheet. Expenditure in the Capital Investment Plan on the Council's own assets will increase the value attached to the Council's fixed assets. As at 31 March 2014 the Council's "Non Current Assets" were valued at £265 million.

15 Possibilities and Options

- 15.1 Council could consider reducing the Capital Investment Plan to reflect any potential reduction in capital receipts or other capital resources.

16 Consultation

- 16.1 Where appropriate individual capital schemes have public consultation and negotiation with stakeholders.

17 Risks

- 17.1 That capital receipts, other capital contributions such as S106 and Community Infrastructure Levy and future year grant allocations will be not be received to support the plan.
- 17.2 The contingency is approximately 1.6% of total planned expenditure on a total programme of £69 million. There could be inflationary cost pressures on the programme thus increasing expenditure.

Appendix

1. Annex 1 Capital Investment Plan Budget 2014/15 – 2017/18 (as at July 2014)

Annex 1

CAPITAL INVESTMENT PLAN - QUARTER 1 2014/15- EXPENDITURE

	Expend in Prev Years (Active Schemes only)	Actuals & Commitments 2014/15 Qtr 1 (@ Q3 13/14)	Original 2014/15 (@ Q3 13/14)	2013/14 Adjs and Slippage b/f	2014/15 Adjustments	New Schemes 2014/15	Revised 4-year Plan July 2014				Total for Plan Period	
							Total 2014/15 Revised	2015/16	2016/17	2017/18		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Old Funding Regime (pre 12/13)												
Adults & Resources												
Mental Health Care Initiatives	-						7					7
Various ICT Improvements	-						15					15
Childrens, Schools & Families												
Asbestos Removal	-						22					22
Barton Primary Cap Project	3,927	386	440		50		7					7
Capital Repairs & Maintenance 2011/12	-						83			0		83
Childrens Centres	219	9	300	(67)		(100)	6					6
Education Review Projects	-	1	350		118		28					143
EOTAS Halswell House	48						1					496
Minor Adaptations Childcare	-						2					1
Preston Primary - ASD Unit	1,515	1			(2)		9					0
Short Breaks for Disabled Children	-						26					9
Special Education Needs - reactive works	-						72					0
Torquay Community College Re-build (Building Schools for the Future)	28,774						100					100
Torbay School Hillside	-						51					51
Youth Modular Projects	-						228					1,386
Place & Resources												
Babbacombe Beach Road	-		1,090		68		70					70
Barton Infrastructure	95	26	35				8					43
Enhancement of Development sites	39	17	173				3					176
Haldon Pier - Structural repair Phase 1/2	2,212		834				27					861
NGP - HCA Match Land Acquisitions	714		586				4					590
NGP - Strategic Cycleway	477	(53)										0
NGP - Torbay Innovation Centre Ph 3	69		346				1			246		346
NGP - Windy Corner Junction	10											1
Sanctuary HA - Hayes Road	250		250				2					250
Sanctuary HA - Langridge Road , Pgn (4 units adapt)	44						5					5
Hele's Angels scheme	-	5					9					9
Sea Change - Cockington Court	3,267	15					8					8
Sovereign HA - Beechfield (102 units + adapt 3 units)	300											250
Torbay Enterprise Project	500		250				67			246		2,611
	7,977	10	2,544		(246)	0	250			246		2,611
Public Health												
Private Sector Renewal	-						58			0		58

CAPITAL INVESTMENT PLAN - QUARTER 1 2014/15- EXPENDITURE

Annex 1

	Expend in Prev Years (exclude schemes only)	Actuals & Commitments 2014/15 Qtr1 (@ Q3 13/14)	Original 2014/15 (@ Q3 13/14)	2013/14 Adjs and Slippage b/f	2014/15 Adjustments	New Schemes 2014/15	Revised 4-year Plan July 2014				Total for Plan Period	
							Total 2014/15 Revised	2015/16	2016/17	2017/18		
	0	0	0	58	0	0	58	0	0	0	58	
	42,460	407	3,634	375	(178)	0	3,831	246	0	0	4,077	
New Funding Regime (12/13 onwards)												
Childrens, Schools & Families												
Capital Repairs & Maintenance 2014/15						630	630					630
Capital Repairs & Maintenance 2013/14		127		155			155					155
Capital Repairs & Maintenance 2012/13	-	30	100	155			255	100				355
Cockington Primary expansion	546	537	2,800	(18)	(25)		2,757	70				2,827
Coombe Pafford Council contribution		100				100	100					100
Ellacombe Primary expansion	2	15				50	50	100	350			500
Mayfield expansion	1,311	9		109	(100)		9					9
Roselands Primary expansion	174	14	256	70	190		516	10	500	500		1,526
Schools Access	-			18	(18)		0					0
St Margarets Academy expansion		1					0	500	1,000	500		2,000
St Margaret Clitherow Primary expansion	23	6	250	85	150		485					485
Torre CoE Primary expansion	638	338	650	147	(235)		562	0				562
Warberry CoE Primary expansion	1,054	97	221	425			646					646
Whiterock Primary expansion	97	166	800	103	(300)		603	1,500	1,300			3,403
	3,845	1,440	5,077	1,249	(338)	780	6,768	2,280	3,150	1,000		13,198
Place & Resources												
Affordable Housing	-		607		261		868	279	279			1,426
Flood Defence schemes (with Env Agency)	7	164	287	45			312					312
Livemead Sea Wall structural repair	611	22		69			69					69
Meadfoot Sea Wall structural repair	223	27		63	(20)		43					43
Oldway Estate works			400				400					400
Old Toll House, Torquay			1,850			150	1,500					1,500
Princess Pier - Structural repair (with Env Agency)	-						1,850					1,850
Princess Promenade Phase 3	169	2		0			0					0
Riviera Centre renewal	883	97	20	217	(11)		226	11				237
SWIM Torquay - improve facilities	571	58	30	(41)	20		9					9
TCCT - Grant re Green Heart Project		69	50	78		100	100					100
Torre Abbey Renovation - Phase 2	4,941	3		124			124					124
Torre Valley North Enhancements		1	80	79			159					159
Transport - Edginswell Station		86	14				14					14
Transport Gateway Enhancement			1,045	442			1,487	120				1,607
Transport Integrated Transport Schemes	-	(37)					1,036	840				1,876
Transport Structural Maintenance		22	953	83								

CAPITAL INVESTMENT PLAN - QUARTER 1 2014/15- EXPENDITURE

Annex 1

	Expend in Prev Years (exclude schemes only)	Actuals & Commitments 2014/15 Qtr1 (@ Q3 13/14)	Original 2014/15 (@ Q3 13/14)	2013/14 Adjs and Slippage b/f	2014/15 Adjustments	New Schemes 2014/15	Total 2014/15 Revised	Revised 4-year Plan July 2014				Total for Plan Period
								2015/16	2016/17	2017/18	2018/19	
Transport Western Corridor	65	3	500	40			540					540
Public Health	7,560	427	5,816	1,199	250	250	7,815	1,250	279	0	0	9,044
Disabled Facilities Grants	-	90	500	(73)			427	519	0	0	0	946
	0	90	500	(73)	0	0	427	519	0	0	0	946
	11,405	1,957	11,393	2,375	(89)	1,030	14,710	4,049	3,429	1,000	0	23,188
New Ring Fenced or Specific Funding (12/13)												
Adults & Resources												
Payroll Project	0	0	0	0	0	370	370	0	0	0	0	370
Childrens, Schools & Families												
2 Year Olds Provision	60	40		193			193	0	0	0	0	193
Devolved Formula Capital				269	5		274	0	0	0	0	274
Key Stage 1 Free School Meals		47				122	122					122
	60	87	0	462	5	122	589	0	0	0	0	589
Place & Resources												
Brixham Harbour - Victoria Breakwater	46	5		4			4	0	0	0	0	4
DfT Better Bus Areas	62	83	270	188	20		478	0	0	0	0	478
DfT Local Sustainable Transport Fund (Ferry/Cycle)	1,344	45	295	(131)	0		164	0	0	0	0	164
Env Agency - Winter 2013/14 Storms damage						408	408					408
Local Transport Board schemes							0	2,800	8,740	3,100	0	14,640
Public Toilets - Utilities saving measures	61	15	30	8			38	0	0	0	0	38
Riviera Renaissance (Coastal Communities Fund)	479	158	154	16			170	0	0	0	0	170
Torbay Leisure Centre - structural repairs	519	26		26			26	0	0	0	0	26
	2,511	332	749	111	20	408	1,288	2,800	8,740	3,100	0	15,928
	2,571	419	749	573	25	900	2,247	2,800	8,740	3,100	0	16,887
Prudential Borrowing Schemes												
Place & Resources												
Beach Hut Acquisition/Renewal (Broadlands, Meadfoot)	601	400	845	308		237	1,390					1,390
Council Fleet Vehicles	227	15	175	60	(40)		195	40				235
Empty Homes Scheme	0		255	20	75	(350)	0	150				150
Office Rationalisation Project Ph 2 - Project Remainder	8,079	29	500	87			587					587
On Street Parking meters	804	50		53			53					53

CAPITAL INVESTMENT PLAN - QUARTER 1 2014/15- EXPENDITURE

Annex 1

	Expend in Prev Years (include scheme starts only)	Actuals & Commitments 2014/15 Gr1	Original 2014/15 (@ Q3 13/14)	2013/14 Adjs and Slippage bif	2014/15 Adjustments	New Schemes 2014/15	Revised 4-year Plan July 2014				Total for Plan Period
							Total 2014/15 Revised	2015/16	2016/17	2017/18	
Paignton Velodrome Cyclopark	477	157	960	123			1,083				1,083
Princess Promenade (Western Section) Repairs	3,834	(49)	0	0			0				0
South Devon Link Road - Council contribution	1,310	9,501	6,884	7	2,616		9,507	5,000	1,500	2,907	18,914
Street Lighting - Energy reduction			515			378	515				515
TOR2 grant - Refuse transfer vehicles						350	378				378
Torquay Harbourside Public Realm						350	350				350
Torre Abbey Pathway	47			3			3				3
Torquay Inner Harbour pontoons	135	679		765			765				765
	15,514	10,782	10,134	1,426	2,651	615	14,826	5,190	1,500	2,907	24,423
	15,514	10,782	10,134	1,426	2,651	615	14,826	5,190	1,500	2,907	24,423
Contingency											
General Capital Contingency	0		451		(451)		0	1,131	0	0	1,131
	0	0	451	0	(451)	0	0	1,131	0	0	1,131
TOTALS	71,950	13,565	26,361	4,749	1,959	2,545	35,614	13,416	13,669	7,007	69,706
CAPITAL INVESTMENT PLAN - QUARTER 1 2014/15- FUNDING											
Supported Borrowing			338	166			504				504
Unsupported Borrowing			12,642	2,786	(1,057)	1,517	15,888	5,660	2,720	3,907	28,175
Grants			10,574	1,912	3,111	408	16,005	6,121	10,444	3,100	35,670
Contributions			281	73	20	0	374	93			467
Reserves			853	(70)	(451)	370	702	631			1,333
Revenue			410	164	75		649	225	280		1,154
Capital Receipts			1,263	(282)	261	250	1,492	686	225		2,403
Total			26,361	4,749	1,959	2,545	35,614	13,416	13,669	7,007	69,706

Agenda Item 16



Title: **Revenue Budget Monitoring 2014/15 – Quarter 1**

Wards Affected: **All Wards in Torbay**

To: **Overview and Scrutiny Board** **On: 1 September 2014**
Council **On: 25 September 2014**

Contact Officer: **Paul Looby**

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1. Key Points and Summary

- 1.1 At this early stage of the financial year, a number of budget pressures have been identified which Torbay Council must manage in order to deliver a balanced budget. The latest projected outturn position at the end of the first quarter is a £2.138m overspend.
- 1.2 The two main pressures are within Children's - Safeguarding and Wellbeing and Adult Social Care. As in previous years Members were advised of the financial challenges that would be faced when the 2014/15 budget was set in February 2014. The inherent risks the Council faced, when the budget proposals were approved, were set out in the budget report and these risks were accepted by Members and arise from the ongoing austerity measures from the coalition government and demand pressures across a number of services.
- 1.3 Due to the continued service pressures and the impact of previous budget reductions the significance of this projected overspend, at such an early part of the financial year, should not be underestimated. The Senior Leadership Team and Executive Lead Members are working hard to address the pressures and take corrective action where appropriate.
- 1.4 The key variations within services are summarised below:
 - Children's Services: The Director of Children's Services is forecasting a projected overspend of £1.4m at the end of the year. However, the headline overspend within Safeguarding and Wellbeing is £6.2m on an approved budget of £21m. This is before the application of the earmarked contingency and delivery of the recovery plan. The overspend is due primarily to pressures within the Safeguarding and Wellbeing service arising from the number and costs for looked after children and the costs for the continued use of agency social workers.

- Adult Social Care: £0.8m projected overspend due primarily to delayed and non delivery of the Cost Improvement Programme managed by the Torbay and Southern Devon Care and Health NHS Trust.
 - Waste: £0.2m projected overspend due to increased costs primarily arising from increased tonnages and the delayed opening of the Energy for Waste Plant.
 - Residents and Visitors: projected overspend of £0.490m due to lower forecast income against the approved budgets for, Parking Services, Sports, Torre Abbey and Corporate Security.
- 1.5 In addition to the pressures identified above, at this early stage of the year other Business Units will be monitored closely over the next quarter to ensure any other financial pressures are identified and managed.
- 1.6 In response to the projected outturn position within Children's Services, a 5 year Cost Reduction Plan has been developed to manage existing and future pressures and identify work packages as part of a cost reduction programme. This work is supported by Social Finance and will be presented to Council in September for approval.
- 1.7 If the 5 year plan and recovery plan is not considered robust enough and deliverable to reduce or contain the overspend in the short and medium term the Senior Leadership Team and Executive Leads will have to consider all options for addressing the projected overspend including strict controls on the recruitment to any vacant posts and curtailment of all non essential expenditure. Due to the size of the overspend in the first quarter of the financial year, it proposed that some uncommitted budgets are held to offset and reduce the current overspend.
- 1.8 With respect to Adult Social Care, the Trust has produced a recovery plan which has been appended to this report which sets out the actions that are being taken to reduce spend.
- 1.9 At the time of writing this report Members are scrutinising the 2015/16 savings proposals. Part of the strategy to reduce the current projected overspend will be to bring forward as many of those savings proposed for 2015/16 into the current financial year to deliver in-year savings.
- 1.10 Members will be aware that the Council must achieve a balanced budget at year end. This will be achieved by either:

- a) those services overspending producing in-year recovery plans which reduces or removes the projected overspend;
 - b) all other services deliver in year savings resulting in an underspend at year end;
 - c) if insufficient savings can be made there is a risk that, as a last resort, uncommitted reserves or uncommitted budgets will be required to ensure a balanced budget can be achieved at the end of the year.
- 1.11 Members will be aware the Council does hold reserves. These should only be used for one off purposes and are not a solution to supporting ongoing financial commitments. Members should be aware that unless action is taken to reduce the existing overspends there is a possibility that the council will have to draw down monies from the Comprehensive Spending Review Reserve in 2014/15 to ensure a balanced position is achieved.

Strategy for in Year Budget Management

- 1.12 As in previous years' the Council will continue with its adopted ongoing Strategy in response to the coalition government's austerity programme and to address its own financial challenges. Fundamentally the Senior Leadership Team and Executive Lead Members must maintain strict financial management and control over all services areas. This will have to include some or all of the following measures:
- a moratorium on all non essential expenditure and a reduction in all other expenditure with an assessment of the services consequences.
 - a freeze on all non essential recruitment.
 - a review of budgeted expenditure that could be ceased and an assessment of the service consequences including reshaping of services where possible.
 - bringing forward any savings proposals for 2015/16 and implementing these to derive in-year savings.
 - Redeployment of staff directly affected by any restructuring proposals where vacancies exist.
 - identification of any invest to save schemes that will have immediate cost savings in 2014/15 and beyond.
- 1.13 In terms of delivering the requisite amount of savings required based on the quarter one forecast position, bringing forward proposed 2015/16 savings will probably result in the greatest value of savings. That said there must be a recognition that due to the scale of the financial challenge faced, drawing down on reserves may be needed to reach a balanced position in 2014/15.

- 1.14 The effective implementation and delivery of the 5 year financial strategy for Children's Services and the recovery plan for Adult Social Care are essential to ensure the council's financial position is robust both in this and future years. Members of the Overview and Scrutiny Board will have an opportunity to discuss the recovery plan for Adult Social Care and the Cost Reduction Plan for Children's Services. The Cost Reduction Plan will be presented to Council in on 25 September for approval.

Paul Looby
Executive Head of Finance and Chief Finance Officer

Appendices

Appendix 1 Summary of Main Variations

Appendix 2 Torbay and Southern Devon Health Care Trust Recovery Plan

Documents available in Members' rooms

None.

Background Papers:

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

None.

Appendix 1

Summary of Main Variations

A.1 Report Overview

- A1.1 The purpose of this report is to provide Members with a summary of the projections of income and expenditure for all Business Units within the Council and to set out how the Council will maintain expenditure within its approved budget of £115.8m.
- A1.2 The revenue monitoring statement shows the expenditure and projected outturn position based upon the latest information available to finance officers in consultation with service departments. Where possible, the implications or consequences arising from the variations are reflected in the key performance indicators for that service.
- A1.3. Ongoing financial monitoring will be provided to Members quarterly.

A.2 Financial Performance

- A2.1 Table 2 below provides a summary of the projected outturn position for Council services. The 2014/15 budget has been revised to reflect changes to services within individual Business Units.

Table 2

Projected Outturn Position – Quarter 1

Business Unit/Service	2014/15 Revised Budget £'000	Spend to Date £'000	Projected Out-turn £'000	Variation at Out-turn £'000
Director Adults				
Adult Social Care	41,733	10,282	42,533	800
Supporting People	1,878	975	1,828	(50)
	43,611	11,257	44,361	750
Director of Children's Services	25,333	15,922	26,733	1,400
Director of Operations and Finance				
Business Services	1,053	440	1,053	0
Commercial Services	3,548	841	3,558	10
Finance	8,567	822	7,855	(712)
Information Services	3,271	1,042	3,271	0
	16,439	3,145	15,737	(702)
Director of Place				
Residents and Visitors	7,293	3,770	7,783	490
Spatial Planning	5,521	1,818	5,521	0
TDA - Clientside	2,278	2,043	2,278	0
TDA – TEDC	1,485	1,523	1,485	0
Torbay Harbour Authority (ring fenced budget £2.5m)	26	(313)	26	0
Waste and Cleaning	11,499	9,346	11,699	200
	28,102	18,187	28,792	690
Director of Public Health				
Community Safety	2,271	723	2,271	0
Public Health (Ring-fenced budget of £8.1m)	0	4,145	0	0
	2,271	4,868	2,271	0
Total	115,756	53,379	117,894	2,138

Main Variations

A2.2 A summary of the main variances and the principal reasons for any underspends or overspends and any emerging issues within each directorate are explained below.

Adults

A2.3 This portfolio covers Adult Social Care and Supporting People and is projecting to overspend by £0.750m.

Adult Social Care

The provision of Adult Social Care is a commissioned service provided by the Torbay and Southern Devon Health and Care NHS Trust. The Trust are forecasting a £0.8m overspend for the year at the end of quarter 1. Further details and a Recovery Plan is appended to this report as provided by the Trust.

The main reason for the forecast overspend is due to the non achievement of some of the 2014/15 savings which form part of the Trust's Cost Improvement Programme (CIP). The Trust, on behalf of the Council, have a statutory duty to meet assessed need where the Fair Access to Care Services (FACS) criteria is met. It was recognised that there were some care packages whereby there was provision of services in excess of need, and some services which were not being delivered in the most cost efficient way. Against this background, a number of savings proposals were put forward. A summary of the key issues as identified by the Trust include:

1. Under delivery against CIP Plan to date on Packages of Care (POC) under £70. The Trust undertook a Telephone Pilot for this category of care throughout May 2014 and this did not realise the expected savings.
2. No progress has been made to date on non-residential POC between £70 to £606. Since the beginning of the year there are additional cost pressures with 40 clients over the set target for this particular savings Plan. Non delivery for this scheme has had an impact on the financial position for Mental Health over 65s and Torquay and Mental Health under 65s teams.
3. Good progress has been made on the other main schemes including Residential Based under £606 and POC over £606. If the current client base is maintained throughout the remainder of the financial year then the majority of the CIP target will be achieved. The Learning Disability service is estimated to have achieved its entire CIP target.

The Trust has advised that at this early part of the financial year there could be further changes to the forecast outturn position due to the nature of the service, demands placed upon it as there are a number of volatile factors that could influence the forecast.

Supporting People is projecting to underspend by £0.050m due to a combination of contractual savings and vacancy management savings.

A2.4 Children, Schools & Families

Children's Services are projecting a forecast outturn overspend of £1.4m. This is after the delivery of anticipated savings from their recovery plan and after the application of the £2m contingency for Children's Social Care and £1m from reserves which was agreed as part of the budget proposals in February 2014. A summary of the budget pressures within Children's Services are shown below:

	£'m
Projected Overspend	6.2
Use of Contingency	<u>2.0</u>
	4.2
Use of one off PFI sinking reserve (approved by Council Feb 14)	1.0
	<u>3.2</u>
Recovery Plan Savings to be delivered in-year	1.8
Forecast Outturn Position	1.4

The projected overspend is primarily due to budget pressures within Safeguarding and Wellbeing due to the number and cost of placements and the ongoing use of agency social workers in Safeguarding and Wellbeing. The headline position before the application of the contingency, reserves and the recovery plan is a forecast overspend of £6.0m for Safeguarding and Wellbeing. In addition there are budget pressures within School Services and Family Services totalling £0.2m.

The number of looked after children at the end of June 2014 is 304, a decrease of 10 since the end of March 2014. The number of children on Child Protection Plans at the end of June was 166, a decrease of 7 since the end of March 2014.

Members will be presented with a report in September setting out a 5 year cost reduction plan to address the budget pressures within Children's Services. This report will set out the work undertaken by Social Finance who are supporting Children's Services in the delivery of new operational working practices to ensure the costs for the service are brought in line with the average cost when compared to other local authorities. The plan will require investment over the next three years which will be funded from earmarked reserves. These reserves will have to be

replenished from the forecast savings achieved within the service. If these savings are not delivered this will impact upon all other services within the council as the reserves used will have to be replenished.

The programme of activities currently in place and being developed will continue to remodel the service and are required to reduce the number of Looked After Children and the amount of time they spend in care. The programme will include embedding a more robust and assertive Fostering Strategy, which will have to increase the number of in-house foster carers and move Children from Independent Sector Placements without affecting outcomes if savings are to be delivered. The implementation of a residential migration project must be achieved if it is to be a cost effective alternative to residential care.

Place

A2.5 There is a projected overspend of £0.690m. A summary of the main variations are identified below:

Residents and Visitor Services is projecting an overspend of £0.490m

This is due primarily to:

- spending pressures within Parking Services where there is a projected shortfall in car parking income of £0.4m. This is a combination of on and off street parking and a reduction in enforcement income. Members will be aware the summer season is where the vast majority of income is collected and is influenced by the weather and the number of visitors to the Bay. The full impact of the main tourist season will be known at the end of September and will be reported to Members as part of the quarter 2 monitoring statement.
- Torre Abbey is reporting a projected overspend of £0.08m due to lower than anticipated visitor numbers.
- Sports Services are projected a shortfall in income of £0.1m.
- Corporate security costs (CCTV) are projected to overspend by £0.05m due to a shortfall in forecast income.
- These overspend have been partly offset by administrative savings and vacancy management across the service and the strict financial control across all services to maintain spend within the approved budget.

Waste and Cleaning is projecting an overspend of £200k at the end of quarter 1.

This is due to a combination of factors including an increase in tonnages of waste and a delay in the opening of the new Energy for Waste Plant. Unless tonnages of waste reduce or the level of recycling within the Bay is increased it will be challenging to reduce this projected outturn position.

Spatial Planning – is projected to spend within its approved budget at the end of quarter 1.

However achievement of the approved budget is subject to receipt of budgeted income i.e. planning and building control and the number of passenger journeys within the Bay which will impact upon the Concessionary Fares budget.

Economic Development Company (Client side) and Business Services are projecting to spend within budget as at the end of quarter 1.

A2.6 Public Health

Services within Public Health and Community Safety are projected to spend within their approved budget at the end of the first quarter.

A2.7 Operations and Finance

Operations and Finance is projected to underspend by £0.702m

Commercial Services is projecting a small overspend of £10,000 due to a delay in realising savings from the new combined Coroner area.

Finance is projected to underspend by £0.712m.

The Finance Business Unit is projecting to underspend by £0.1m due to vacancy management savings within Financial Services and lower external audit inspection fees.

A number of corporate budgets are “accounted for” within Finance. Due to the council projected overspend where possible any potential underspend from these have been identified and will be used to offset the overspend and include the council contingency.

Business Services and Information Services are both projected to spend within their approved budget at the end of the first quarter.

A3 Reserves

A3.1 The Comprehensive Spending Review (CSR) reserve is the Council’s uncommitted reserve which was set up to meet the financial challenges it faces over the next few years. Its main purpose is to fund the costs for restructuring but can also be called upon to fund unforeseen events and pressures as they arise.

- A3.2 The Chief Finance Officer has advised that where possible reserves should only be used to support one off initiatives as it is not sustainable to use reserves to support ongoing commitments. As identified within the 2013/14 outturn report the balance for the CSR reserve was £3.8m as at April 2014.
- A3.3 Members will be aware of the ongoing discussions and consultation with respect to the 2015/16 savings proposals. Whilst it is too early to confirm the costs for restructuring arising from these proposals it is prudent to assume these will be approximately £1m – for comparative purposes redundancy and associated costs for the 2014/15 budget round was £0.8m. As any decisions with respect to the 2015/16 savings proposals will be made in the current financial year all associated restructuring costs will be a charge in 2014/15.
- A3.4 In addition, if the Council is unable to declare a balanced budget at year end after the application of other uncommitted budgets and savings any overspend will have to be funded from reserves. This will reduce the Council’s uncommitted reserves and impact upon how the Council manages further reductions in government grant in future years. Due to the projected overspend in the current financial year, increasing demands upon services, the use of earmarked reserves for invest to save initiatives within Children’s Safeguarding and Wellbeing and the affect of reduced budgets for all Business Units there is an increased risk that the CSR reserve may be required to balance the budget in 2014/15. In addition, if approved, some of the savings proposals for 2015/16 include the option for transitional funding which will have to be funded from the CSR reserve.
- A3.5 A summary of the Council’s uncommitted reserve is shown below in table 3.

Table 3 - Uncommitted Reserves

Comprehensive Spending Review Reserve	Working Balance £'m
Balance as at 1 April	3.8
Potential Calls on CSR Reserve	
Redundancy Costs arising from 2015/16 budget	1.0 (estimated)
2014/15 Budget Pressures	tbc
Transitional Funding for 2015/16 (if approved)	0.5m estimated
Estimated Balance	tbc

- A3.6 The Council also has its General Fund balance. Since Torbay became a Unitary authority in 1998 there has not been a call on the general fund balances. The current balance is £4.4m and represents 3.8% of the Council’s net budget.
- A3.7 Members will be aware that that the general fund balance is uncommitted (unlike

other earmarked reserves) and provides funds that would only be used for any unforeseen or unexpected expenditure that could not be managed within service budgets or earmarked reserves. With this in mind and in light of the difficult financial climate faced by the Council and reduction to the Council's net budget, the Chief Finance Officer believes that a cash balance of £4.4m is a prudent and sustainable level to protect the Council from the increased risks it faces with respect to the ongoing grant reductions from Government and increased demand for some services. However this will be monitored closely during 2014/15 taking into account the forecast overspend and the delivery of recovery plans within Children's and Adult Social Care. Members should note the Council's external auditors will have a view as to the level of the Council's General Fund Balance.

A.4 Dedicated Schools Grant (DSG)

A.4.1 DSG funded activities is currently reporting an underspend of £0.346m. The DSG is a ring fenced grant and can only be used to fund schools related activities.

A.5 Debtors

A5.1 This section of the report provides Members with an update for the first quarter in 2014/15 in respect of council tax and business rate collection.

Council Tax

A5.2 The targets for the collection of Council Tax in 2014/15 are:

- (i) collect 96.5% of the Council Tax due within the 12 months of the financial year (i.e. April to March); and
- (ii) collect 50% of the arrears brought forward from previous years.

A5.3 The Council is due to collect £65.7m after the granting of statutory exemptions and reductions and Council Tax Support in the period April 2014 to March 2015. To date the Council has collected £17.9m which is 27.2% of the Council Tax due in year. The collection level is lower than last year when 27.8% was collected.

A5.4 The total arrears outstanding at 31 March 2014 were £4.89m and this has been reduced by £0.738m which is about 18.6% of the total arrears due. At the equivalent time last year the Council had collected £0.712m of arrears of £3.67m, which equates to around 19.4%.

A5.5 There are no Council Tax write-offs over £5,000 to report. 553 council tax accounts with a value of £0.176m have been written off in the first quarter.

Non-Domestic Rates

A5.6 The targets for the collection of NNDR (business rates) re:

- (i) collect 97% of the business rates due within the 12 months of the financial year (i.e. April to March); and

(ii) collect 50% of the arrears brought forward from previous years.

A5.7 The Council is due to collect £37.9m after the granting of mandatory relief in the period April 2014 to March 2015. To date the Council has collected £13.3m which is 29.9% of the business rates due in year. In the equivalent period last year the Council had collected £11.5m which equates to 31.2%.

A5.8 The total arrears outstanding at 31 March 2014 were £1.53m and this has been reduced by £0.391m which is about 25.5% of the total arrears due. Last year the Council had collected £0.385m off arrears of £1.55m which equates to around 24.9%

A5.9 There are four write offs above £5,000 which have been circulated to Members of the Overview and Scrutiny Board and are available to all Members upon request.

A5.10 The Council has written off 20 accounts in quarter one with a value of £0.063m.

Other Debtors

A5.11 The total debt written off in quarter 1 on the Benefits system is £0.026m relating to 92 records and £0.029m relating to 74 records.

**Report to Torbay Council setting out the forecast year end position for the
2014/15 Adult Social Care budget and forward look to 2015/16**

Introduction

1. The purpose of this report is to set out for Members the latest financial performance figures for the Adult Social Care budget, the progress made by the Trust in implementing the savings target set by the Mayor and the actions that the Trust has taken to mitigate financial risks to the Council

Context

2. The Trust was successful in delivering an underspend for the Council in 2013/14 of £1,227K after achieving cash releasing savings of £2,160K. In order to address the reductions in government funding, the Council has set the Trust a challenging budget for Adult Social Care in 2014/15. However, although the Trust has maintained the downward pressures on costs, it has found it a challenge to make the level of savings necessary to reduce expenditure further to the level of the budget set for 2014/15.
3. As required by the Mayor and the commissioner of Adult Social Care, the Trust prepared plans for delivering these savings in Autumn 2013 and at the time, the Trust made the Council aware of the challenges in delivering these savings due to:
 - i. £12.9m of the independent sector budget (2014/15 base pre Cost Improvement Plan - CIP) is spent on long term residential and nursing care (net expenditure) and therefore is not amenable to influence in the short term. Therefore, over a 2 year period a savings target of £1.0m has been assumed which is an 8% reduction. This means that the balance of the savings target, £3.9m for the independent sector has to primarily be found from the remainder of the budget (2014/15 base pre CIP), £18.9m. This equates to a decrease of 21% over a two year period with Direct Payments and Domiciliary Care areas particularly affected.
 - ii. Clients still have a statutory entitlement to care under Fair Access to Care Services (FACS) criteria, and therefore, there are limits to managing demand. The Trust can ensure that there is not provision of services in excess of entitlement, and that services are provided in the most cost

effective way, however there is a statutory duty to meet assessed need where the FACS criteria is met.

4. The table attached in Appendix 1 sets out the estimated savings that will be achieved **for each scheme in the 2014/15 savings** plan. The main points are detailed below:
 - a. In total £1,793K of savings will be achieved out of a total of £2,888K. This equates to 62% of the total.
 - b. In house Learning Disability is on target to achieve 100% of their savings target.
 - c. Operations are on target to achieve 49% of their target figure and under the risk share arrangement this financial liability will be met by the Trust.
 - d. The schemes within the Independent Sector are currently on track to achieve 61% of the £2,461K target. Good progress has been made on a number of savings schemes but two schemes are currently failing to deliver.
 - i. Savings in packages of care under £70: No financial progress has been made against the £400k CIP target. This savings target was planned to be delivered by undertaking telephone assessments with the clients concerned and was based on an extremely challenging target of a 60% reduction in overall costs. This is a new mode of service delivery for the Trust and so a pilot project based on 70 clients was undertaken. The pilot demonstrated proof of concept and will be adopted as the new mode of care going into 2015/16. Minimal savings were made against these 70 clients reviewed but they have been offset by increased costs within the general cohort of 300 clients. However, the Trust intends to extend this exercise with further guidance to staff. Further details are provided below in the section setting out the Trust's action plan.
 - ii. Review of non-residential care packages costing between £70.01 and £606 per week. The overall underachievement is £475k which is some £125k in excess of the original target. However, this needs to be partially offset by the success of the review of clients with packages of care in excess of £606 which has driven the cost per week into this bracket. Measures to address this underperformance are set out in the action plan below.
5. As set out in the Annual Strategic Agreement, the Council bears the financial risk of an over spend on the Independent Sector and In-house Learning Disability elements of the ASC budget. The latter is forecast to break-even

and therefore the remainder of this report focuses on the financial performance of the Independent Sector budget.

6. The financial performance of the Independent Sector budget is set out in detail in Appendices 2A (zone/team analysis) and 2B (care type analysis). This highlights the following main issues.
 - a. There is an over spend of £858K currently forecast.
 - b. From a team perspective the main areas of pressure are within the Mental Health over 65 (£378K), Mental Health under 65 (£230K) and Torquay (£217K).
 - c. From a care type basis the main areas of pressure are within Short Stay residential placements (£272K), Domiciliary Care (£386K), Direct Payments / DP Reclaims (£162K) and SWAPS £121K.
7. There is a direct correlation between the forecast overspend and two specific savings schemes that have not delivered.
8. Underpinning the lack of CIP delivery the following needs to be considered as partly mitigating circumstances.
 - a. Clients have a statutory duty to receive care to meet assessed needs when the FACS criteria is met. This makes it difficult to control demand and whilst the Trust might make inroads through its review processes it cannot control the flow of clients in and out of the system. In addition to this, clients' needs are individually unique and no direct control can be made on this variable.
 - b. There has been a 34% increase in safeguarding referrals over the last year and this trend is continuing. Also we have had 3 whole home investigations since April which require an individual review for each resident and significant investment of time from the Zones and the safeguarding team. This has significantly impacted on the capacity of social work teams to undertake the review of care packages which represent a significant element of the savings programme
9. Taking the above factors into account the following can be drawn from a detailed analysis of the schemes underperforming.
 - a. The £600K under delivery on non-residential packages of care between £70 and £606 (inclusive of Sandwell) is based on £550K of volume pressures and £50K of price pressures. Price is primarily down to the Domiciliary Care price increases detailed above and the volume issue is driven by client numbers being 55 higher than the budget in place (note increase since baseline pre CIP is 20 clients).

- b. The material factor behind the POC under £70 CIP under delivery is volume related pressure of circa £450K. There are 238 more clients than the budget can accommodate at an average of £37 per week (note increase since baseline pre CIP is 35 clients).
10. Another area of financial pressure outside of the CIP process is the overspend on Residential Short Stay budgets. Expenditure is £281K over budget but income has only over recovered by £9K. This highlights that the client contribution recovery rate is below anticipated levels. The budget was set on a client contribution rate of £175 per week but current planning shows the rate at £153 per week. In addition to this whilst activity is up on budgeted levels the average unit cost is also higher by £23 per week, per client. These factors have a negative impact on the financial position and when they present themselves together it can result in a material over spend position which is difficult to control.

Action Plan

13. The action plan to mitigate the risk of an end of year overspend covers the following areas of activity: -
- i. Management of demand, in particular short term residential care which relates to respite and emergency placements. We have implemented further controls in respect of authorisation of emergency placements. This is to ensure appropriate use and prevent long term dependency on residential services.
 - ii. In terms of respite we are reassessing users of short term respite against eligible need and offering respites services within the limits of the personal allowance.
 - iii. We are reviewing the uptake of short break vouchers to ensure appropriate use and that the cost is within the personal allowance.
 - iv. Improving delivery of savings on the care package reviews highlighted above:
 -
 - a. We have established a review team of 10 people drawn proportionally from all adult service areas who will work for the remainder of the financial year and we expect that all reviews will be completed within this timeframe. Individual staff will work to set targets and this activity will run alongside normal review activity within zones as part of day to day business.
 - b. We are defining specific categories of service users to review which will be against FACS eligibility
 - c. There are detailed operational plans underpinning these schemes.
 - v. Alternative savings schemes that would not need consultation
 - a. We are developing an enhanced brokerage service for high end specialist packages of care to ensure best value and better market

control. This process will harmonise with the commissioning of Continuing Health Care packages

vi. Bringing forward 2015/16 savings:

14. The actions described above will potentially reduce the yearend forecast deficit at this stage to £564k. This is based on an incremental week on week reduction in costs (£633 per week from early September to year end). There are a number of caveats surrounding this forecast, in particular: -
 - i. No increase in ordinary residence cases over the £152k budget
 - ii. No price pressures arising out of the current market testing exercise for domiciliary care
15. Commissioners will continue to work with providers to examine other schemes to bring the budget into a balanced position by the financial year end.

Adult Social Care CIP Schedule 2014/15 Month 4

Appendix 1

Scheme Description	Proposal	Estimate Achieved (FOT)*	
	£'000s	£'000s	
Operations			
Community Alarms Charging	-94	0	
Community Alarms Withdrawal	-48	0	
LDDF	-17	-17	
Carers Services	-18	-18	
Back office savings / redesign of Care Model	-100	-100	
Operation Total	-277	-135	49%
In House LD			
LD In House Review	-150	-150	
In House LD Total	-150	-150	100%
Independent Sector			
2013/14 recurrent under spend	-500	-500	
Sandwell Dom Care Block Contract Mgt	-75	50	
Review of High Cost Clients (over £606 per week)	-500	-766	
Review of enhanced & medium cost clients (non residential between £70.01 to £606 per week)	-350	125	
Review of Low cost clients (under £70 per week)	-400	56	
Residential & Nursing Care standard & non standard fee rates (under £606 per week)	-371	-237	
Non Residential charging policy	-50	-50	
£500 payments to LD / MH Homes	-122	-122	
LD Transport	-40	-11	
Voluntary Block Contracts	-38	-38	
Thera Block contract	-15	-15	
Independent Sector Total	-2,461	-1,508	61%
Total	-2,888	-1,793	62%

Appendix 2A

**ASC Independent Sector Financial Performance Statement for the Year Ending 2014/15 (Zone /Team basis)
Period 4 - 31/07/2014**

Expenditure Type	Annual Budget	Forecast	Variance
	£000	£000	£000
Expenditure			
Brixham	2,716	2,940	224
Torquay	9,198	9,528	330
Paignton	6,650	6,741	91
Learning Disabilities	10,658	10,701	43
Older General	1,094	1,081	-13
MHu65 Mental Illness	2,858	3,069	211
MHu65 Dementia	150	81	-69
MHu65 Substance Misuse	169	169	-0
MHo65	5,378	5,911	533
O/R	152	125	-27
Total	39,023	40,346	1,323
Income			
Brixham	-928	-1,105	-177
Torquay	-2,711	-2,824	-113
Paignton	-2,496	-2,455	41
Learning Disabilities	-838	-968	-130
Older General	-34	-18	16
MHu65 Mental Illness	-344	-326	18
MHu65 Dementia	-55	-21	34
MHu65 Substance Misuse	-9	-9	0
MHo65	-2,287	-2,442	-155
Total	-9,702	-10,167	-465
NET COST	29,321	30,179	858

**ASC Independent Sector Financial Performance Statement for the Year Ending 2014/15 (Care Type basis)
Period 4 - 31/07/2014**

Expenditure Type	Activity description	Annual Budget			Forecast	Variance
		Activity	£000	Unit Cost	£000	£000
Care type						
Residential Long Stay	Bed Weeks	37,152	17,493	£470.85	17,601	108
Residential Short Stay	Bed Weeks	2,731	1,226	£448.97	1,507	281
Nursing Long Stay	Bed Weeks	4,589	2,378	£518.24	2,580	202
Nursing Short Stay	Bed Weeks	254	125	£491.24	164	39
Direct Payments	Weeks	19,801	5,872	£296.55	5,965	93
SWAPS	Bed Weeks	1,017	315	£309.80	436	121
Domiciliary Care			8,315		8,847	532
Day Care			1,392		1,350	-42
O/R			152		125	-27
Total			37,268		38,575	1,307
ISC Adjustments						
DP Reclaims			-414		-345	69
Net Contract Adjustments			-436		-413	23
IPP Recode			-110		-154	-44
Intermediate Care Recharge			-97		-97	
Total			-1,057		-1,008	49
Other Expenditure Areas						
£500 One Off Individual Negotiated Payments			0		-56	-56
Voluntary Block Contracts			211		214	3
Supported Living Block (Learning Disability)			378		378	
Day Care Transport			154		183	29
Residential / Community Recovery Service (MHU65)			314		305	-9
Staffing (MHU65 & Subs)			580		577	-3
Residential / Intermediate Care Block (Older)			868		873	5
Bad Debt Provision			196		196	
Other			111		110	-1
Total			2,812		2,779	-33
TOTAL EXPENDITURE			39,023		40,346	1,323
INCOME						
Residential Long Stay		37,152	-6,668	-£179.48	-6,699	-31
Residential Short Stay		2,731	-479	-£175.41	-488	-9
Nursing Long Stay		4,589	-902	-£196.58	-1,080	-178
Nursing Short Stay		254	-35	-£137.55	-69	-34
Domiciliary Care		0	-959		-1,105	-146
Day Care		0	-207		-224	-17
OLA In House			-159		-167	-8
OLA Independent Sector			-252		-320	-68
Other			-41		-14	27
Income total			-9,702		-10,167	-465
NET COST			29,321		30,179	858



Meeting: Council

Date: 25 September 2014

Wards Affected: All

Report Title: Savings Proposals 2015/2016

Is the decision a key decision? Yes

When does the decision need to be implemented? After the call-in period has expired

Executive Lead Contact Details: Mayor Oliver
01803 207001
mayor@torbay.gov.uk

Supporting Officer Contact Details: Paul Looby, Executive Head for Finance
01803 207283
paul.looby@torbay.gov.uk

1. Purpose and Introduction

1.1 Further to the publication of the Mayor's draft savings proposals on 4 July 2014, the Mayor published his savings proposals for 2015/2016 on Friday 12 September. It is available online at www.torbay.gov.uk/finalproposals1516.pdf and has been circulated to all members of the Council. This report asks the Council to consider the proposals which, if approved, would form the basis of the budget which the Council will be asked to approve in February 2015.

2. Proposed Decision

2.1 That the savings proposals for 2015/2016 (which build upon the decisions made by the Council in February 2014) be approved and form the basis of the budget which the Council will be asked to approve in February 2015.

2.2 Reason for Decision

2.3 The early identification of savings proposals allows additional time for service change to be implemented with services having more time to effectively plan for the changes.

Supporting Information

3. Position

3.1 The Mayor published his draft saving proposals for 2015/16 on 4 July 2014 for consultation until 29 August 2014.

3.2 Members of the Priorities and Resources Panel and Stakeholders have considered various documents and responded to the Mayor on his saving proposals. The Mayor

has considered all of the responses received and the final saving proposals have been drawn up after consideration of the various financial reports presented to Members. Members are requested to take into account and be mindful of the details from the consultation feedback when formulating their final decisions.

4. Possibilities and Options

- 4.1 Alternative proposals were included within the draft savings proposals published for consultation in July 2014. The proposals now published take account of the views expressed during the consultation period.

5. Fair Decision Making

- 5.1 Due to the scale of the savings proposals, extensive consultation has been undertaken including a review by the Overview and Scrutiny Board's Priorities and Resources Review Panel.
- 5.2 Public consultation on the proposals started on 4 July 2014 and closed on the 29 August 2014. The proposals were widely communicated to the Torbay community via local newspaper (Herald Express & Western Morning News), local radio (Palm FM, Radio Devon and Heart FM), BBC One Spotlight, Twitter and Facebook and were detailed on the Torbay Council website. Emails were sent to key stakeholders and a range of opportunities were provided for people to contribute to the consultation. People were also able to send representations via email and post to Torbay Council.
- 5.3 A general questionnaire was prepared which covered questions concerning Torbay Council services and proposals where there was a potential for some impact on the services the Council delivers. It was available online and as a paper questionnaire which was distributed via libraries, Connections offices and at the public budget event in Brixham. This asked for feedback on the proposals. There has been a good response to the consultation with a total of 1238 respondents via paper and online surveys.
- 5.4 Details of the budget proposals were made available in folders at all of the venues hosting the survey and via a link on the consultation page of the council website
- 5.5 Further detailed questionnaires for the Museums, Street Wardens and Connections proposals were also made available to the public at the above locations.
- 5.6 A budget event was held at which the Mayor and Officers were able to discuss the budget proposals with the public and key stakeholders. Over 120 people attended the event which was held on 21 August 2014 in Brixham.
- 5.7 In accordance with the Constitution, the Mayor's savings proposals were sent to all members of the Overview and Scrutiny Board for consideration. The Board established a Priorities and Resources Review Panel which then considered a number of the specific proposals and received representations from a range of organisations and individuals. The report from that review has been forwarded to the Mayor
- 5.8 An Equality Impact Assessment (EIA) has been prepared for each of the proposals assessed as "major" and those "minor" proposals with a high level of community interest. These are included in the savings proposals pack. Each EIA evidences that

the Council has fully considered the impact of the proposed changes to services and has carried out appropriate consultation on those changes with the key stakeholders. It enables the Council to make informed decisions about the proposals. The following EIAs have been completed:

- Childrens Services:
 - Action For Children
 - Efficiencies within Transport
 - Kool Club & Kids for Quids
- Community Safety
 - Street Wardens
- Information Services
 - Review of Connections
- Residents & Visitor Services
 - CCTV
 - Childrens Week Festival
 - English Riviera Tourism Company
 - Libraries
 - Churston Library
 - Library Inclusion Services – Blind Club & Prime Time
 - Resources Fund
 - Museums
 - Road Safety
 - Subsidised Transport

5.9 The published report takes account of the consultation results and the findings, conclusions and recommendations of the Priorities and Resources Review Panel with the Mayor's statement (including his response to the Panel) included within the report.

6. Public Services (Social Value) Act 2012

6.1 This Act does not apply the proposals in this report.

7. Risks

7.1 The risks associated with the proposals are detailed within the Mayor's savings proposals document.

Appendices

Mayor's Savings Proposals – Published 12 September 2014

Agenda Item 20



Meeting: Council

Date: 25th September 2014

Wards Affected: All Wards

Report Title: Proposal to develop a Torbay Retail and Tourism Business Improvement District (TRTBID) for Torbay

Is the decision a key decision? No

When does the decision need to be implemented? September 2014

Executive Lead Contact Details: TBA, Executive Lead for Tourism

Supporting Officer Contact Details: Sue Cheriton, Executive Head of Residents and Visitor Services. Email sue.cheriton@torbay.gov.uk Telephone 01803 207972

1. Purpose and Introduction

- 1.1 It is proposed to reduce Council funding to support tourism activity after March 2016 and therefore alternative funding models are required to ensure that the destination marketing and visitor information service continues to increase tourism across Torbay. The Mayor's budget proposals has increased the transitional funding that is to be provided to the English Riviera Tourism Company to £350,000 for the purpose of continuing destination marketing and visitor information services for the 2015/16 financial year.
- 1.2 There are currently three retail Business Improvement Districts (BID's) operating in Torquay Town Centre, Paignton Town Centre and at Babbacombe. The Torquay Town Centre BID is about to end and after consultation with all the existing retail BID leaders, it was agreed that a TRTBID which combines both retail and tourism businesses was the best option going forward.
- 1.3 By developing a combined arrangement between both retail and tourism it was considered that the marketing of the destination and all it had to offer would have the greatest impact in central support and marketing when Torbay is faced with competition from other competing destinations and shopping centres.
- 1.4 Initial indications suggest that if the TRTBID was successful through the ballot with businesses this would deliver £1m pounds per annum for the five year period, providing town centre specific activities as well as national and international destination marketing. This would make Torbay the largest and most valuable Retail and tourism BID currently operating within the UK.

2. Proposed Decision

- 2.1 To allocate up to £100,000 from Torbay Council budgets, over a two year period (2014/15 and 2015/16) to develop the TRTBID to reach the ballot expected in autumn 2015.
- 2.2 The Council endorses the proposed representation and function of the TRTBID Task Group to take forward the development and consultation stage of the TRTBID project.

3. Reason for Decision

- 3.1 The Mayor in his draft budget proposal allocated transition funding of £300,000 to the English Riviera Tourism Company to maintain the destination marketing and visitor information service, this is proposed to be increased to £350,000 following Priorities and Resources Panel meetings.
- 3.2 The introduction of the TRTBID would maintain the tourism destination marketing and visitor information function following the reduction in funding of the English Riviera Tourism Company from April 2016 who currently deliver this service.
- 3.3 To acknowledge that the retail sector and the tourism sector would be more affective working in a collaborative way to increase staying and day visitors and well as increasing footfall within the town centres and retail areas.
- 3.4 To ensure the structure and representation of the Task Group leading the TRTBID to the vote is fully representative of the whole sector.
- 3.5 To provide a fairer funding solution which business all contribute too for the development of marketing and associated activity, which is attractive to residents and visitors to Torbay and will equally benefit all retail and tourism sectors.
- 3.6 To meet the need to re ballot the Torquay Town Centre BID by including this in a wider TRTBID proposal.

Supporting Information

A1. Position

A1.1 What is a RTBID:

- A1.1.1 An arrangement whereby business (retail and tourism related) get together, decide what additional improvements they want to make, how they are going to manage and deliver those improvements, and what it will cost them. This can include services like additional cleaning, infrastructure improvements; marketing activity and events like the

Christmas Lights. The agreed improvements all go into a business plan to cover the whole period which is voted on by all those who would be within the designated geographical area and would have to pay (the BID Levy). The TRTBID period can last for a maximum of 5 years and must be able to demonstrate how it has benefited businesses that have funded it.

A1.1.2 The BID Levy payment is either based on a percentage of rateable value of the business property (usually 1-1.5%) or through an agreed banding system which is fair to all size of businesses. The model is developed through the consultation stage so all businesses included are aware of the payment they will have to make at the time the vote is taken.

A1.1.3 The ballots success is dependant on over 51% of those who voted, voting 'Yes'. This is must be 51% of individuals who voted and must be 51% of the rateable value of those who voted. This is to ensure that is it fair to both large and small businesses equally. If the vote is won; then all businesses balloted and identified in the geographical area from all the sectors included in the TRTBID proposal will be duty bound to pay the agreed BID Levy (whether or not they voted Yes or No).

A1.1.4 The local authority is responsible for collecting this BID Levy on behalf of the TRTBID organisation as part of the normal business rate charging process. If businesses fail to pay the BID Levy then the same recovery systems for other forms of business rates apply.

A1.1.5 In the case of an existing BID being in place (e.g. Paignton and Babbacombe) this can be addressed through an 'Alteration Ballot' where the organisations agree to join the new TRTBID at the point of the ballot; or they can elect to join the organisation through a contract arrangement with the TRTBID but still maintain their own identity and funding arrangement.

A1.2 What are the benefits for Torbay:

A1.2.1 The TRTBID would enable both sectors to benefit significantly. The retail sector would see increased footfall and income throughout the shopping areas, and the tourism sector increased staying and day visitors.

A1.2.2 In developing a new TRTBID for Torbay it will allow businesses to have more control and be more involved with the marketing and management of Torbay, and be a major player in its strategic development. The ultimate aim is to ensure that Torbay attracts more visitors, more spend and more investment so that existing businesses prosper and new ones choose to locate here.

A1.2.3 The exact projects and activities which the TRTBID undertakes to achieve will be decided by businesses through a major consultation exercise which will result in the development of a structured business plan that all businesses who will ultimately pay the BID Levy can sign up to. This document will be active for the life to the five year period and will ensure that all who are participating can see the outcomes and achievements from their investment.

A1.2.4 This TRTBID will involve tourism and retail working more closely together and the existing three retail BID's and Brixham tourism and retail businesses included as part

of a proposed new organisation. This organisation is made up of all the levy payers. This brings in all shopping areas rather than a specific focus on the town centres.

A1.2.5 This will allow for revenue opportunities to be maximized to support the promotion of Torbay as a leading UK destination.

A1.2.6 TBIDs are an exciting and sustainable way to manage places and are increasingly being used by destinations to ensure that they are competitive both in marketing and managing their offer. Recently Bournemouth, Dartmouth and Greater Yarmouth have introduced TBIDs, where business get together and fund activities such as marketing and promotion. These areas will now raise over £9m in 5 years to do this work.

A1.3 How will the TRTBID be developed:

A1.3.1 The Mosaic Partnership is the UK's leading developer of TBID's and has recently completed the Greater Yarmouth RTBID. They have successfully delivered 65 BID's across the country as well as working in the USA. It is proposed that the Mosaic Partnership are commissioned by Torbay Council to undertake the Torbay TRTBID.

A1.3.2 The Mosaic Partnership has fully agreed and approved the details proposed in this report and is confident that the TRTBID will achieve the aims of the retail and tourism sectors.

A1.3.3 The Torbay TRTBID Project Manager who would be a new independent appointment made by the Mosaic Partnership would lead the development and consultation stage of the TRTBID.

A1.3.4 In the development stage of the TRTBID it is critical that a task group assists with the consultation and development stage and that this fully represents the geographical area and is balanced to reflect the value of all sectors equally. The list of the proposed members of the task group identified in A1.3.4., have been agreed with the Mosaic Partnership. This includes current Town Centre BID organisations, other groups representing all retailers, tourism organisations including, hoteliers, self catering accommodation providers and holiday parks, as well as visitor attractions that are to be included in the sector groups. This will also include local authority representation as the Council will pay a significant levy for public toilets, leisure facilities, transport, visitor attractions, beach huts and all car parks. The Council is likely to have the most votes in the ballot and one of the highest contributions at circa £30,000 p.a., which will have to be budgeted from 2016/17.

A1.3.5 The ballot of the proposed levy payer is expected to be taken in the autumn of 2015.

A1.3.6 The Task Group which will be chaired by the Mo Aswat of the Mosaic Partnership will be assembled to assist the TRTBID Project Manager in engaging all the local retail and tourism businesses, and to develop the priorities identified by the potential BID Levy payers. The proposed representation of this group for Torbay is as follows:

- One Representative from:
 - Torquay Town Centre Company

- Torquay, Paignton and Babbacombe BID's (3 representatives)
- The English Riviera Tourism Company
- The Torbay Tourism Association
- Brixham Chamber of Commerce
- Torbay Self Catering Association
- British Holiday and Home Parks Association (or local equivalent)
- Torbay Attractions Marketing Group
- Federation of Small Businesses
- Institute of Directors
- Torquay Chamber of Commerce
- RICC
- Torbay Development Agency
- A large hotelier
- A large retailer
- A transport representative
- Torbay Council (2 representatives – one from the administration group and one opposition party)
- Local media partner

These representatives should where possible be either the chairman or vice chairman and not paid officials of the organisations represented. All members of the task group are expected to give time in supporting the activities in the project throughout the development and consultation stage.

A1.3.7 The development of the TRTBID has to comply with a government Statutory Instrument - 2004 No 2443 – The Business Improvement Districts (England) Regulations where there are strict processes to be followed to undertake the development and the implementation of the TRTBID.

A1.4 How will the TRTBID be managed if successful:

A1.4.1 If a 'Yes' vote is achieved then a TRTBID organisation will be developed. The representation will reflect the make up of the BID Levy payers. For example if 60% of businesses who were balloted were retail, then this would be reflected in representation on the organisations board.

A1.4.2 Every BID Levy payer would be able to nominate and vote democratically for their representatives, and be fully transparent by holding them to account for the activities and how the money is spent. It is recommended that all BID Levy payers have open access to the general matters part of all board meetings to ensure that all developments throughout the period is transparent and open to challenge. There have been problems with retail BID's in Torbay where members who have paid the Levy considered that they could not hold the organisation to account.

A1.4.3 The key officers of the organisation will be elected from within the Board itself. Any costs for the management and operations of the organisation will be funded from the annual TRTBID Levy contributions.

A2 Possibilities and Options

A2.1 Options:

A2.1.1 For the Council to continue to financially support tourism. This would mean that the additional funding from the Councils revenue budget would have to be allocated if the Mayor Draft Budget for 2015/16. This would also mean that the current Town Centre BID's would have to continue to be managed as single entities.

A2.1.2 To not fund tourism and allow the private sector to fund directly through membership or partnership fees. This could result in an unequal arrangement where some businesses pay and others do not. If Destination Marketing was funded in this way all businesses would benefit with no compulsion for every business to pay into this scheme.

A3 Fair Decision Making

A3.1 Extensive consultation has taken place through the feasibility stage of the project with the retail tourism sectors including the current Town Centre BID organisations. There will be consultation with all other relevant local business organisations throughout the development and consultation stage of the project.

A4. Public Services (Social Value) Act 2012

A4.1 Advice was sought from the Procurement Service in relation to a direct award of the Contract to Mosaic Partnership. The value of the Contract is below the current OJEU limit and therefore falls within the scope of the Council's Financial Regulations and Contract Standing Orders, which require an open and competitive tendering process to be undertaken, although an exemption can be sought under certain circumstances. Research has identified a very limited supplier market and Mosaic Partnership have a track record which shows them to be the market leader in this field. On the basis that it would be in the best interests of the Council and people of Torbay the Procurement Service would support a request to Waive Financial Regulations and Contract Standing Orders in order to make direct award to Mosaic Partnership, subject to the approval of the Mayor, Director of Place and Chief Finance Officer.

A5. Risks

A5.1 To not proceed with the TRTBID development

A5.2 Failure of the RTBID at the point of the ballot due to lack of support from the retail and tourism sector

A5.3 Both risks would result in the loss of potential funding for the tourism sector and would mean the Torquay Town Centre BID would have to be separately balloted leaving a gap in the provision of the service this retail BID provides.

Appendices

None

Additional Information - None