



Fit  
for  
the  
future

creating a prosperous and healthy Torbay

April 2017

## Transformation Programme

Overview and Scrutiny Status Report  
April 2017

# Transformation Programme – Key Achievements:

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The Councils Transformation Programme has been fully in place for 6 months and some of the recent achievements to save the Council money, generate additional income or to provide resilience to Council services are detailed as below:

## **TP4 - Optimising our borrowing costs (Minimum Revenue Provision Project):**

- Through reviewing the amount that the council sets aside to repay its borrowing a £790k saving has been achieved.

## **TP1 - TOR2:**

- A saving of £250k has been achieved by receiving a net discount on an advanced payment of the cyclical fee to TOR2.

## **TP43 - Investment Portfolio:**

- Following the approval of the 'Investment Fund Strategy' the first investment has taken place – Wren Park, a prime retail park in Torbay has been purchased as part of a long-term investment strategy to promote the local economy and generate income. This will generate £450k (per annum) income for the Council.
- A second investment has also recently been approved by the investment committee and subsequently approved at Full Council.

## **TP8 - Childrens Services:**

- The revised Children's Services Medium Term Financial Strategy (2017-2021) was approved at Council in February 2017. A number of dedicated workpackages are now in place to support the delivery of this.

## **TP27 – Childrens Services – Alternative Delivery Models**

- Progress has been made investigating alternative delivery models for Children's Services to improving outcomes for children. A report is being presented at Council in May 2017.

## **TP31 - Adult Social Care:**

- Following a decision taken at February Council a 'Working Party' has now been established involving Members and Officers to undertake the following:
  - To provide strategic political interface between elected members and the Executive Lead for Adults and Children and the Directors of Adult Services and Public Health.
  - To understand the key priorities for Adult Services.
  - To be fully briefed on the changes within Adult Services especially in respect of the arrangements with the Integrated Care Organisation, changes arising from the Devon-wide Sustainability and Transformation Plan and changes in Government legislation and/or guidance.
  - To understand the financial situation in relation to Adult Services and Public Health.
- Good progress is currently being made on baselining / options appraisal for

alternatives to the existing risk share arrangement

- An updated version (version 2) of the strategic agreement between the Council and South Devon NHS Foundation Trust will be going to Council in July 2017.

#### **TP44 - 'Establishment of local lottery' Project:**

- A 'Good Causes' launch event was held on the 30<sup>th</sup> March
- There are currently 53 good causes registered
- The lottery 'went live' on 25<sup>th</sup> April – people are now able to purchase tickets to support their good causes.

#### **TP15 & TP40 - Redesign of Building Control and Trading Standards:**

- Shared services for both Building Control and Trading Standards are being created to provide resilience
- Both projects are progressing well with expected go live dates as follows:
  - Trading Standards Go Live – May 2017
  - Building Control Go Live – June 2017

#### **TP24 - Review of Library Services:**

- Good progress is being made in undertaking review considering how the Council could deliver library services in a different way – a procurement exercise is currently underway and the current timescales are as follows:
  - Stage 1 tender exercise complete – initial bids received
  - Stage 2 tender exercise underway - bidders to submit detailed proposals by July 2017
  - Public Consultation to begin – September 2017
  - Final Decision Making – December 2017

#### **TP13 - Review of Public Conveniences:**

- Good progress is being made in reviewing different options for the delivery of public conveniences in Torbay – a procurement exercise is currently underway and the current timescales are as follows:
  - Stage 1 tender exercise complete – initial bids received
  - Stage 2 tender exercise currently underway – bidders to submit detailed proposals by May/June 2017.
  - Contract Award - July 2017
  - Contract Start Date – October 2017

#### **TP20 - Masterplan/Town Centre Regeneration:**

- Approval of recommendations made at 6th April Council including:
  - Approval of the Policy Framework Document
  - Approval of the priority projects - full business cases will now be developed and will be brought back to Council

## Project Updates – Forward Plan:

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Please see below for updates (in addition to those outlined above) on the Transformation Projects published as part of the Councils Forward Plan and requiring a decision in the next four months:

### **TP28 - Devolution for the Heart of the South West:**

- Following the update received at Council on the 23rd February the current work of the Heart of the South West Partnership is focussed on preparing a Productivity Plan for the Heart of the South West with the next stage of consultation scheduled in early summer.

The next decision will be in July on the formal creation of the Heart of the South West Joint Committee following the “in principle” decision taken in February 2016.

### **TP6 - Transformation Project – Generating Income through Housing:**

- September 2016 - Council agreed the principle of setting up a new wholly owned company to develop and own homes
- 24 February 2017, Council agreed to the establishment of three new companies limited by shares: a Holding Company (HoldCo), a Housing Development Company and (DevCo) and a Housing Rental Company (RentCo), which is currently in progress.
- A further report will be coming to Council for approval of the Policy Framework document

A Task and Finish Group has also been established for this Transformation Project.

### **TP20 – Town Centre Regeneration:**

**Upton Place:** Following the decision taken at Council on the 6<sup>th</sup> April a business case for the ‘Upton Place’ project will be brought to Council on the 10<sup>th</sup> May 2016.

**Harbour View:** Following the decision taken at Council on the 6<sup>th</sup> April a business case for the ‘Harbour View’ project will be brought to Council on the 20<sup>th</sup> July 2017.

**Public Realm Improvements in Torquay and Paignton:** Following the decision taken at Council on the 6<sup>th</sup> April a business case for the ‘Public Realm Improvements in Torquay and Paignton’ project will be brought to Council on 20<sup>th</sup> July 2017.

**Refurbishment of Lower Union Lane Car Park:** Following the decision taken at Council on the 6<sup>th</sup> April a business case for the ‘Refurbishment of Lower Union Lane Car Park’ project will be brought to Council on the 20<sup>th</sup> July 2017.

**South Quay Paignton Harbour:** Following the decision taken at Council on the 6<sup>th</sup> April a business case for the 'South Quay Paignton Harbour' project will be brought to Council on the 20<sup>th</sup> July 2017.

### 3. Transformation Programme – Project List:

Please see below for a list, and brief description of the projects that currently make up the Councils Transformation Programme:

<b>Project Title</b>	<b>Current Project Description</b>	<b>Corporate Plan Theme</b>	<b>Project Lead</b>
<b>TOR2</b>	Reviewing services in the existing TOR2 contract to determine if services can be delivered more effectively or efficiently.	Ensuring Torbay remains an attractive and safe place to live and visit	Kevin Mowat/ Fran Hughes
<b>Improving outcomes for Adults with multiple needs</b>	Investigating how the Council can improve outcomes for adults with multiple needs by providing a co-ordinated integrated, holistic support for people with complex risk factors.	Protecting and supporting vulnerable adults	Caroline Dimond
<b>Review of the Minimum Revenue Provision Policy</b>	Reviewing the amount that the Council sets aside to repay its borrowing.	Corporate	Anne-Marie Bond
<b>Maximising collection rate for Council Tax &amp; Business Rates</b>	Ensuring that discounts are applied correctly and collection rates are maximised.	Corporate	Anne-Marie Bond
<b>Development of a Housing Company</b>	Maximising income from housing delivery.	Working towards a more prosperous Torbay	Caroline Taylor
<b>Maximisation of Business Rates</b>	Maximising business growth to maximise the amount of National Non-Domestic Rates available within Torbay.	Working towards a more prosperous Torbay	Kevin Mowat
<b>Protecting all children whilst stabilising spend</b>	Delivery of the Childrens services Medium Term Financial Strategy (MTFS).	Protecting all children and giving them the best start in life	Andy Dempsey
<b>Longer Term additional savings from Children's Services</b>	Continuation of the above.	Protecting all children and giving them the best start in life	Andy Dempsey
<b>Further identification of Income Opportunities</b>	Identifying opportunities to improve fees and charges arrangements and generate additional income.	Corporate	Anne-Marie Bond

<b>Increasing collaboration &amp; partnership between commissioners &amp; providers</b>	Investigating how we can further work in partnership with the voluntary sector to deliver services.	Protecting and supporting vulnerable adults	Caroline Dimond
<b>Maximising income from Council buildings and land</b>	Maximising the use of our current assets to generate income, and dispose of those that are surplus.	Working towards a more prosperous Torbay	Kevin Mowat
<b>Improving the provision of public toilets</b>	Reviewing different options for the delivery of public conveniences in Torbay including undertaking a procurement exercise.	Ensuring Torbay remains an attractive and safe place to live and visit	Fran Hughes
<b>Improving the provision of parks and open spaces</b>	Considering how the Council and the community can improve the management of parks and open spaces.	Ensuring Torbay remains an attractive and safe place to live and visit	Fran Hughes
<b>Creating resilience within Trading Standards</b>	Considering options for Trading Standards to provide resilience.	Ensuring Torbay Remains an attractive and safe place to live and visit	Fran Hughes
<b>Review enforcement pilot</b>	Reviewing the enforcement pilot for littering to establish alternative options for service delivery.	Ensuring Torbay Remains an attractive and safe place to live and visit	Fran Hughes
<b>Review of events and culture</b>	Reviewing the delivery of events and cultural activities within Torbay.	Ensuring Torbay Remains an attractive and safe place to live and visit	Fran Hughes
<b>Review of sports and leisure activities</b>	Considering whether sports and leisure services can be delivered in a different way.	Ensuring Torbay Remains an attractive and safe place to live and visit	Fran Hughes
<b>Review use of digitalisation within the Council</b>	Transforming and making greater use of digital technology across the Council to enable efficiencies and more streamlined processes.	Corporate	Fran Hughes

<b>Town Centre Regeneration/Masterplans</b>	Delivery of the 'Town Centre Regeneration' projects across Torbay.	Working towards a more prosperous Torbay	Kevin Mowat
<b>Review of workforce planning</b>	Reviewing our health at work, sickness management and other terms and conditions.	Corporate	Anne-Marie Bond
<b>Review of Library Services</b>	Considering how the Council can deliver library services in a different way, including undertaking a procurement exercise.	Ensuring Torbay remains an attractive and safe place to live and visit	Bob Clark
<b>Customer Contact</b>	Further to the centralisation of the Connections Service at Paignton Library this project is now investigating options to move to an appointment only system.	Corporate	Bob Clark
<b>Children's Services - Alternative Delivery Models</b>	Reviewing options for Alternative Delivery Models for Childrens Services.	Protecting all children and giving them the best start in life	Andy Dempsey
<b>Devolution</b>	Working with partners across Devon and Somerset to maximise the benefits to Torbay of devolution to the Heart of the South West.	Working towards a more prosperous Torbay	Anne-Marie Bond
<b>Transformation of Support Services</b>	Reviewing how the Council provides internal support to deliver its front-line services.	Corporate	Anne-Marie Bond
<b>Reviewing Services for Adult Social Care</b>	Baselining / options appraisal for alternatives to the existing risk share arrangement.	Protecting and supporting vulnerable adults	Caroline Taylor
<b>CCTV Review</b>	Reviewing options for the future delivery of CCTV services in Torbay.	Ensuring Torbay remains an attractive and safe place to live and visit	Fran Hughes
<b>Redesign of Spatial Planning</b>	Considering options for Spatial Planning to provide resilience.	Ensuring Torbay remains an attractive and safe place to live and visit	Kevin Mowat
<b>Redesign of Building Control function</b>	Considering options for Building Control to provide resilience.	Ensuring Torbay remains an attractive and safe place to live and visit	Fran Hughes



<b>Development of investment portfolio</b>	Investing to generate a return on the Council's capital.	Corporate	Kevin Mowat
<b>Creation of a local lottery for good causes</b>	Creating a local lottery to support good causes within Torbay.	Corporate	Anne-Marie Bond
<b>Options appraisal for future use of Oldway Mansion</b>	Undertaking an options appraisal for the future use of Oldway Mansion.	Corporate	Kevin Mowat