



Report No: **53/2010**
Title: **2009/10 Annual Report from representatives on key outside organisations:**

- **Devon and Cornwall Police Authority**
- **Board of Torbay Care NHS Trust**
- **Devon and Somerset Fire Authority**
- **Riviera International Conference Centre Board of Directors**

To: **Council** On: **25 February 2010**

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1. Purpose

1.1 To receive annual reports from councillors who are representatives on the above bodies.

2. Devon and Cornwall Police Authority – Councillor Hodge

2.1 Overview of role

2.1.1 The Devon and Cornwall Police Authority has a duty to "secure the maintenance of an efficient and effective police service" for Devon, Cornwall and the Isles of Scilly.

2.1.2 The Devon and Cornwall Police Authority has 19 Members - 10 Councillors and 9 Independents (one of whom must be a Lay Justice). All members are appointed to the Police Authority for a fixed term and the membership can change during the year.

The Councillor members are nominated from:

- Devon County Council,
- Cornwall Council,
- Plymouth City Council,
- Torbay Council and
- Council for the Isles of Scilly.

2.1.3 Sets Policing Priorities and Targets

The Annual Policing Plan which incorporates the Annual Report, is prepared jointly by the Authority and the Constabulary. It outlines policing priorities and targets for the year and information on performance compared to targets for the previous.

A three-year Policing Plan is prepared jointly by the Police Authority and Constabulary and it updated annually. It outlines policing priorities and targets for the year and the resources and budgetary information on how these priorities will be delivered.

2.1.4 Holds the Chief Constable to account and scrutinises performance throughout the year

Throughout the year the Police Authority, via its Performance Management Committee, scrutinises the force's performance against the targets set out in the Policing Plan. It also monitors against performance indicators set nationally.

2.1.5 Monitors the force's complaints procedure & complaints against senior officers or staff

The Chief Constable, Deputy Chief Constable and Assistant Chief Constables - are dealt with by the Authority, which would also be directly responsible for disciplining these officers.

The Authority's role in dealing with complaints against police officers in lower ranks, or members of police staff, is to ensure that the force has in place a robust and efficient system for dealing with those complaints. The Professional Standards and Complaints Monitoring Working Group regularly reviews the procedures and how well they are working, examines data relating to the number, type and location of complaints received and randomly samples individual case files to make sure that they have been dealt with appropriately.

2.1.7 Appoints senior police officers

The Police Authority is responsible for appointing the Chief Constable, Deputy Chief Constable and the Assistant Chief Constable and police staff of Director level. All police staff are employed by the Authority but are appointed by and under the direction and control of the Chief Constable.

2.1.8 Sets the budget for the police force

The Police Authority has a legal responsibility to set the police budget. The Government indicates the level of funding they will provide through grants. Any additional money required for the police service can only be raised through a police precept on the local council tax. The Police Authority sets the level of the police element of the council tax each year. The tax for 2009/2010, for a Band D property is £149.22 per household.

The revenue budget for 2009/2010, is £277,348,145m and the capital budget is £22m

2.1.9 Operates the Independent Custody Visitor Scheme

Independent custody visiting is the well established system whereby volunteers attend police stations to check on the treatment of detainees and the conditions in which they are held and that their rights and entitlements are being observed. It offers protections to both detainees and the police and reassurance to the community at large. The Police Authority currently has 58 Custody Visitors working, voluntarily, across Devon and Cornwall.

2.1.10 Community engagement and consultation

One of the key objectives for the Police Authority is to consult widely with local people about the policing of their area. This helps the Authority set local policing

priorities and targets for the police force and provides us with feedback on how you feel the police service are delivering their service.

The Police Authority consults in many ways. One of the ways is by holding Police Authority Liaison Meetings. Around 48 liaison meetings are held each year throughout Devon, Cornwall and the Isles of Scilly to give the public the opportunity to express their views. A Member of the Authority attends to hear views and feed them back to the full Authority. Comments received assist in the drafting of the Policing Plan.

Surveys are sent out regularly to users of the police service including members of the public using police stations, victims of burglary, violence and other crime. The Police Authority use the results to help monitor how well policing services are being delivered.

Police Authority Panels are groups of members of the public who volunteer to meet twice a year to discuss local policing issues as well as force-wide strategic policing matters. There are three panels, one for Devon and two for Cornwall. Any issues raised are fed back to the Community Engagement Committee and relevant Basic Command Unit personnel.

In addition, the Police Authority attends and consults at many public events throughout the year such as Respect Festivals, Pride, youth events and university induction weeks.

2.2 **Key achievements for 2009/10**

Key achievements include:

- You said... that you wanted to see more police officers, more visible, more often
We responded... by moving 200 police officers to operational roles and increasing efficiency by reducing the number of police staff at HQ. In 2008/09, 65% of uniformed officers' time was spent on visible policing activities and 84% of victims were satisfied with the overall service provided by the police.
- You said... you wanted to see more done to tackle antisocial behaviour
We responded... by making the reduction of antisocial behaviour a target for the Constabulary. In 2008/09, 80% of people agreed that 'the local police and council are dealing with antisocial behaviour and crime that matters in their area'.
- You said... that you wanted crime levels to drop
We responded... by setting targets for the Constabulary. In 2008/09 the Constabulary achieved a reduction in crime of 7.1% (7,904 fewer crimes than in 2007/08).
- A reduction in serious acquisitive crime of over 16% (April to December 2009).
- Over 95% of victims reporting they are satisfied with the ease of contacting someone in the police service who could assist.

2.3 Future challenges/forthcoming work

- 2.3.1 The Police Authority and Constabulary have a shared vision for the Force be a Top Performing by 2012. Top performing is defined by a range of targets which the Police Authority will set for the Constabulary in mid February.
- 2.3.2 To support this ambition, the Constabulary needs to make a significant change to some of its key operating systems. The Police Authority fully supports this need for investment and is overseeing the development work to ensure that it will enable the provision of better policing services to the public.
- 2.3.3 With the difficult financial climate, the Police Authority is committed to maintaining the level of policing service for Devon, Cornwall and the Isles of Scilly whilst improving public confidence and satisfaction and achieving 'top ten' performance by 2012.

3. Board of Torbay Care NHS Trust – Councillors Amil and Stocks

3.1 Overview of role

Council non-executive directors on the Care Trust Board share responsibility with other directors and non-executive directors for the success of the organisation and for undertaking the duties of the Board as outlined below:

Accountability

- 3.1.1 Responsibility for ensuring that the Board acts in the best interest of the public and is fully accountable to the public for the services provided by the organisation and the public funds it uses. Clearly, the small number of non-executives on a Board cannot represent the spectrum of patient and public experience and they should not attempt to substitute for focus groups or represent single issue interests. However, they can ensure that the interests of patients, service users and the community remain at the heart of the Board's discussions. Notwithstanding this responsibility, on occasion boards will need to take a wider view in making difficult judgements between local interests and the wider population of NHS and social care users. Non-executives have a particular responsibility for encouraging the cultural change which is needed to ensure the full engagement of patients, service users, staff and local communities as well as ensuring that the organisation consults with the community about significant changes to services, listens to community views and keeps the public informed about performance.

Strategy

- 3.1.2 The Board has collective responsibility for planning for the future and developing the strategic direction of the organisation across the span of its responsibilities. Strategic planning will be guided by targets, delivery dates, detailed objectives, its work with partner organisation, local circumstances and its own patient, service user and public expectations.

Scrutiny of Performance

- 3.1.3 Non-executives are encouraged by the Chairman to question and probe the

executive team on its performance. In taking this role, the non-executives are not acting as an external policing agency. Rather they should be constructive and guiding so that their scrutiny leads to better outcomes and improved strategies.

Risk

- 3.1.4 Non-executives need to be assured that the systems of internal control, including clinical and care governance and financial management, are properly established and that appropriate systems of risk management are in place. It is also a key responsibility for non-executives to be aware of their obligations around staff and patient safety and the duty of the Board regarding adverse incidents and occurrences.

People

- 3.1.5 Non-executives are a source of support for the Chairman. This does not mean uncritical support but constructive acknowledgement of the Chairman's Board leadership role and authority. Non-executives are involved in the appointment of other executive directors as well as setting the remuneration for the Chief Executive and senior executive team. Non-executives are expected to support the executive team in raising standards of leadership and managements this includes paying particular attention to career development and succession planning across the organisation, spotting talent and providing the right incentives for clinicians and other professionals to contribute effectively to the management process.

Other statutory duties of the non-executive directors

- 3.1.6 Membership of Audit and Assurance, Terms of Service and Remuneration, Exceptional Treatments Panels and Provider and Commissioning Strategic Governance committees.
- 3.1.7 Each non-executive director has specific responsibilities to act as champions as per the attached appendix 1. This role as champion is not to draw them into operational matters but to ensure that the strategy for developing the topic is given Board attention.
- 3.1.8 It is recognised that, as part of their induction training and their ongoing familiarisation with the staff and business of the organisation, it is essential that they should have contact with the operational activities of the Trust. Again, this is a matter of defining appropriate boundaries which recognise responsibilities and the paramount duty of governance.

3.2 Key achievements for 2008/09

Year one progress against our promises as outlined in the strategic plan 2008-13

3.2.1 Promise 1 – We will commission services and target funding to reduce health inequalities

£500K invested in 2 major schemes aimed at reducing admissions to hospital for alcohol misuse and an innovative health visiting service which is focussed on young mums in target areas

3.2.2 Promise 2 – We will commission services and target funding to increase life expectancy

Number of smokers who have quit after 4 weeks of attending an NHS stop smoking service is above target

3.2.3 Promise 3 – We will provide you with firm foundations for enjoying good health

Numbers of infants being breast-fed at 6-8 weeks from birth are exceeding the target. Some of this success is due to the introduction of Maternity Support workers into community settings and there are also peer support groups for breastfeeding in each town.

Access to genito-urinary medicine clinics has been greatly improved due to the appointment of booked appointments as well as walk in clinics. All patients are offered an appointment within 48 hours but not all choose to accept.

Continued to meet increasing targets for midwife visits at 12 weeks of pregnancy and is ranked 1st in the South West for this target. This is by ensuring that an early contact is made with women by midwives or obstetricians to make certain that they offer a convenient first pregnancy appointment.

3.2.4 Promise 4 – We will commission services that promote on-going well-being

Continue to offer retinopathy screening to 100% of diabetic patients.

The number of carers receiving needs assessment or review and a specific carer's service or advice/information has increased from last year. The Trust is ranked 1st in the South West for achievement against this target.

3.2.5 Promise 5 – We will remove unnecessary delays for services and treatment

Waiting times for elective surgery has never been lower. In order to sustain this position there are several South Devon community service improvement events being held, which include focus on designing services which remove any unnecessary delays for the patient.

All cancer targets, including 100% achievement of the cancer two week wait from referral to first appointment and the 31 day diagnoses to treatment and 62 day referral to treatment targets were all met in 2008/09. The Trust is ranked 1st in the South West for the achievement of the cancer two week and 31 day targets.

This year ambulance response times are better than they have ever been before with 94% of category A (immediately life threatening) calls are responded to within eight minutes, 99.9% within 19 minutes, and 99.9% of category B (serious but not immediately life threatening) calls are responded to within 19 minutes.

99% of patients are admitted or discharged within four hours of arrival at A & E or a minor injury unit at Torbay in part due to bed reconfiguration to form additional emergency assessment unit beds and daily control meetings where key staff review patient flow.

3.2.6 Promise 6 – You will always have the right to choose

The percentage of referrals made by GPs by using the choose and book system has increased this year to 94% which is amongst the best in the country. Awareness of the benefits which the system has to the patient, which has been highlighted in the service redesign events, has contributed to this.

The current percentage of births delivered at home is already at 12% ahead of the March 2011 target of 10%. The reason why local progress has been so good is that women in Torbay are able to access midwives as an initial contact rather than GPs, they are offered the full range of the four choice commitments detailed in maternity matters.

3.2.7 Promise 7 – We will commission high quality and safe services

We set a target of reducing clostridium difficile infections by 4% in 2008/09 which was achieved, and to reduce MRSA infections by 30% which was also achieved. There have been several interventions which have contributed to this overall result examples would be much more effort put into the correct prescribing antibiotics to prevent patients getting C difficile in the first place. This is now 100% compliant with the joint formulary. Community deep cleaning and use of surveillance data have also been instrumental.

3.2.8 Promise 8 – We will improve care and services for older people

98% of people in 2008/09 had their equipment delivered within seven working days providing crucial support to front line teams and meeting the needs of client/patients and carers.

Continue to exceed targets for supporting people to live independently at home. Current performance is showing an outturn of 2900 against a target of 2701.

3.2.9 Promise 9 – We will commission a wide range of care services

The 28 day target for first contract to completion of social care assessment is being met. This target measures the acceptable waiting time from first contact to completion of assessment being a maximum of four weeks.

3.2.10 Promise 10 – We will improve services for people who need mental health and learning disability services

We are currently meeting targets for helping adults with learning disabilities, physical disabilities and mental health problems to live at home. A range of joint services and initiatives have been developed to support this objective for example the appointment of a mental health accommodation officer and a new supporting people floating support service (social inclusion).

Due to work undertaken this year and last to promote and educate about the early intervention services, this has been more successful than ever before and is on track to achieve the vital signs target.

The Trust is fully utilising the 24 hour crisis resolution service commissioned from Devon Partnership Trust and continues to meet the vital signs target set for the

3.2.11 Organisational assessments, awards, patient/service user and staff surveys and internal control

- Social care assessment 2008/09 – “Performing well” rating achieved
- World Class Commissioning assessment 2008/09 – Green ratings in all areas of governance which includes strategy, finance and Board. Level 2 achieved in all competency areas with a level 3 in the area of partnership working. Within the top five of all trusts in the country for this assessment
- Use of Resources Assessment 2008/09 – Level 3 overall achieved which is a “good” rating. The levels are 1-4, which 4 being the highest.
- Annual health check 2008/09 – quality of financial management and quality of commissioning both achieved “good” ratings. “Excellent” rating achieved for progress against national priorities.
- NHS staff survey 2008/09 – Torbay was either in best 20% or above average in areas of training, appraisal, job satisfaction and job design. Staff intention to leave was in the lowest best 20%
- Ipsos Mori Public Perception survey 2009 – Torbay strongest performer in the South West in many areas including optimism for improvements, local NHS being able to improve services for people like me and local NHS and social services working well together. Excellent results also achieved in quality of service and patient experience, patients being able to influence the decision making process
- Statement of Internal Control – Significant assurance received
- Awards – Shortlisted for HSJ PCT of the Year 2009, highly commended for work undertaken. National NHS Communications Award 2009 for Best Reputation Management for our management of the media and communications during the swine flu crisis.

3.3 Future challenges/forthcoming work

3.3.1 Impact of future funding

The Trust’s ambitious promises as set out in the Strategic Plan 2008/13 are set within the context of no further growth funding and continue to remain the direction of travel. This approach to commissioning requires an open and honest debate about how we disinvest and reinvest to gain maximum outcomes for the local population.

A key part of our approach to prioritisation is to completely review the full quantum of resource we commission in a systematic way over the next five years. This entails using benchmarking information to identify areas where the Trust is an outliers as well as using intelligence from what local people tell us to enable us to identify the first areas on which we should concentrate.

There will be a drive for greater efficiencies and productivity through Quality, Innovation, Productivity and Prevention (QIPP). Focus on improvements and standardisation to the pathways of care as well as focus on back office functions and management cost reductions.

The challenge for the NHS is to manage growing demand, improve quality and patient safety and save money all at the same time

3.3.2 Forthcoming legislation and/or guidance

- Personal Care at Home bill 2009/10 – due to come into force October 2010
In September 2009 the Government announced that free personal care for people with the highest needs living in their home would be introduced from October 2010 as a step towards the National Care Service. It is anticipated that some of the funding would come from central resources with the remainder having to be found out of local government efficiency savings.
- Achieving Age Equality in Health and Social Care 2012
Despite recent progress, and the good service received by many people of all ages, age discrimination remains an issue for the health and social care system which all organisations need to address.

Many of the examples of age discrimination that have been shared are of indirect discrimination but these have just as detrimental an impact on patients, service users and carers and on public confidence in the system as does direct discrimination.

Pressing ahead with a number of existing commitments (including the personalisation agenda, High Quality Care for All and Putting People First), will do a great deal to advance age equality and tackle discrimination.

A specific focus on age at local level is required: local audit and planning processes should include an age dimension, and clear actions to advance age equality and tackle discrimination needs to be identified and followed through locally.

The ban on age discrimination should come into force for health and social care at the same time as for other sectors. Current Government thinking is that this is 2012.

3.3.3 Transforming community services proposals for provider services 31.03.10

PCTs must have agreed with the SHA proposals for the future organisational structure of all current provided PCT community services by 31 March 2010.

3.3.4 Key Priorities

- Under 18 conception rate per 1000 females aged 15-17

Teenage pregnancy is a cause and consequence of social exclusion and health inequalities. Under 18 conceptions are strongly associated with deprivation and low educational attainment. Teenage mothers and their children face poor outcomes in health, emotional well being and later economic independence.

Despite the Trust being commended for its work by the National Support Team in October 2009 the Trust in line with its partners still feel disappointed that this work has not impacted on the conception rates. The January Board report provides members and the public with details of the achievements made to date and the draft sexual health strategy will focus on the following four goals:

- Implement an Integrated sexual health services based on a tiered model.

- Improve availability and access to sexual health services
 - Increase the capacity of primary care
 - Ensure a skilled and competence workforce
- Hele Neighbourhood Management Pathfinder – Closing the Gap

The Trust is supporting the implementation of an ambitious transformation agenda led by Torbay Council. The Closing the Gap project has been established with the aim of minimizing the impact of deprivation and health inequalities within Torbay.

As part of this project the Director of Public Health is also leading project to address inequalities in Bay on behalf of all agencies. This uses the findings from the JSNA, emphasises the principles of “first and most”, and uses evidence from the interim Marmot Review.

- Safeguarding Adults and Children

Build upon the good work to date by using the findings from the latest reviews in both adults and children’s services and continue to progress the action plans which have been produced as a result of this work. Continue to ensure that the learning from both areas is shared accordingly.

- Rate of Hospital admissions per 100,000 population for alcohol related harm.

For a significant and growing number of people in England, alcohol consumption is a major cause of ill-health. Estimates published in July 2007 suggest that alcohol misuse costs the NHS up to £2.7 billion per year. Such misuse also imposes wider costs on society, such as crime and disorder, social and family breakdown and sickness absence.

The investments made in 2008/09 have allowed the Trust to develop its primary care alcohol service to provide capacity to help clients with harmful and hazardous levels of drinking. This builds on the existing specialist service which helps clients with more dependant alcohol issues. As a result of this work we are now seeing a reduction in the rate of increase in hospital admissions but this valuable work must continue.

- Review of Adult and Learning Disability Day Services

The review of adult day services is currently underway as a result of market analysis which identified an over supply of providers. Research also established that clients and potential clients wanted more choice with a wider range of services and the JSNA evidences the growing demand of this sector.

- The review of learning disability day services

During the summer 2009, a new draft specification for day opportunities was developed, in conjunction with the views of people who have a learning disability and their carers.

In summary this is a clear change from existing services, reinforcing the need for services to support the aspirations in each person’s plan, and also in helping people become “work ready” with accredited skills where possible. Activities are not

simply monotonous but should be time limited and help a person develop.

- **Personalisation**

The Paignton Personalisation Pilot commenced on 9 November 2009 and will undergo initial evaluation in April 2010. This is designed to enable older people to remain living safely at home with a cost effective personalised package of support and an individual budget.

New pathways incorporating acute, primary, secondary and social care services which combine to support a seamless return home will be developed.

The aim is to maximise all available resources including financial, benefits, telecare/health, voluntary and natural support enabling the Trust to assist a greater number of people across the community to live fulfilled, safe and healthy lives.

- **Working in partnership**

The Integrated Care Programme is to develop a model of integrated care for older people (65+) in order to establish seamless pathways and reduce unnecessary delays. Using the primary health and social care integration as a platform we are now looking ahead to the challenge of vertical integration, incorporating the service of the acute hospital and the mental health trust.

The community plan developed and prepared by the Torbay Strategic Partnership in partnership with the residents of Torbay intends to unlock Torbay's potential and drive forward its economic prosperity to ensure prosperous communities with a higher quality of life and improved access to jobs.

Continue with the focus of Torbay Together which builds upon the spirit of Total Place and looks at how we can collaborate to see how we can more from the sum of the parts as well as determining what other monies come into the Bay and how best these can be used.

4. Devon and Somerset Fire Authority – Councillors Manning and Mills

4.1 Overview of role

To represent Torbay Council as part of the Devon and Somerset Fire Authority.

4.2 Key achievements for 2009/10

Councillors Mills and Manning attended the following meetings.

Full Authority meetings: three out of three.

Sub committees: Councillor Manning sits on the following committees; Devon and Exeter Racial Equalities Committee, Human Resources and Management Committee, Community Safety and Corporate Planning Committee, one of which he is vice-chairman, these committees meet on seven occasions.

Councillor Mills sits on; the Audit and Performance Review Committee and the Standards Committee he is Vice Chairman of one, these committees meet on six occasions.

Councillor Mills attended all four induction training session at the beginning of the financial year. Both Councillors have attended many other workshop forums in the

course of their duties.

Councillor Mills represented the Fire Authority last October and Councillor Manning will be attending the Annual Fire Conference in March this year.

The Authority has met virtually all its call out targets.

Fire safety education has resulted in fewer domestic fires. An education programme to show young people how to be more responsible in their driving to reduce road traffic accidents has also been successful.

There is an on-going programme of community safety to advise people of the fire risks in their home and to supply appropriate equipment.

The 999 Cadets scheme (a joint Fire Service and Police initiative) continues to be very successful and off-duty Fire and Rescue Service staff volunteer to support community safety initiatives relating to Torquay's night life. Following its success in Torquay, it is now proposed to expand this activity for young people to the Paignton area.

4.3 Future challenges/forthcoming work

Torbay's members on the Authority will also be looking to progress work to update Brixham Fire Station provision, and have assurances from the Chief Fire Officer that options are currently being considered for Brixham as a priority within the context of available resources and operational considerations. Setting next year's budget for the Authority's Fire Precept in an uncertain climate for public spending across the UK could be a challenge. The opening of the Regional Fire Centre at Taunton will also be an important step for the Authority.

Future challenges and work include

- To continue to improve call out times
- To reach out to even more people about fire safety in the home
- Reducing the number of road accidents (which account for 90% of call outs), through education
- Developing and maintaining stronger partnerships with other partners such as councils, health, police and ambulance services

5. Riviera International Conference Centre Board of Directors – Councillor Thomas (D)

5.1 Overview of role

5.1.1 The Riviera Centre was opened for business in 1987 and has traded since 2002 as a not for profit distributing organisation. The relationship with the Council is regulated through a lease, granted for a term of 17 years commencing April 2002 (ie terminating March 2019) and an associated management agreement which sets out the operating framework within which the company trades.

5.1.2 The accommodation at the centre includes

- Forum 1500 seat conference hall

- Arena 1750sq m exhibition and event hall
- Rosetor room for banquets and events
- Production kitchen for in house events up to 1,000 covers and outside catering
- Five breakout rooms: Burdett and Grace Murrell rooms
- Waves Leisure Pool and fast food outlet
- Lifestyle Gym with 57 stations, cardio cycling, jacuzzi, sauna, solarium, health and beauty clinic
- Fitness studio
- The Brasserie bar and restaurant

The company employs 93 FTE.

5.1.3 The role of the company is set out in a mission statement agreed with the Council. It is **“to promote the economic and social wellbeing of the area, support Tourism and provide a balanced programme which meets the needs of the community”**.

5.1.4 The current business is well aligned to the Community Plan priorities as follows:

The New Economy

- Conference and Events

In recent years (prior to the recession) these have delivered between 45,000 – 70,000 out of season sleeper nights to the local economy. The value of this to the Torbay Economy has been up to £13.4m in any one year (valued at £191 per night). The Centre is also an important venue for regional and local events.

- Support for Tourism

The new Tourism Strategy, Turning the Tide for Tourism, supports five themes of which Business Tourism is one. The RICC’s conference activity is primarily focussed on the shoulder months contributing significantly to the objective of making the English Riviera a year round more profitable destination.

Waves Leisure Pool contributes significantly to the wet weather facilities required at an English Holiday resort in peak season (20 weeks of holiday periods account for 66% of public swims).

- Accreditation

The Centre is recognised by the RDA as an accredited Beacon Company for its Leadership and Management, was a regional finalist for tourism awards in 2009 and is a national finalist for conference bureau in 2010.

Stronger communities

- Waves Leisure Pool

The leisure pool with flume, wave machine and children’s play area provides

swim opportunities for in excess of 120,000 swims a year.

- **Lifestyle**

Lifestyle plays an important part in providing well-being to locals and, together with Waves, supports many local and central government initiatives. The company actively promotes healthier lifestyles in partnership with the Council.

- **Community events - Examples include:**

- Torbay Schools Festival of Music (formerly Schools Proms)
- Civic Carol Concert
- Devon Fire & Rescue Roadshow
- Schools, South Devon College and Open University Award ceremonies
- Torbay Regatta Road Race presentation

Learning and Skills for the Future

The Centre is used for a wide range of Training events for many organisations and also by some schools for swimming lessons and other activities. It is also well used by Language Schools.

Pride in the Bay

A number of events held at the Centre and promoted by independent event organisers, at no risk to the company, enhance the overall cultural offer of the Bay including:

- Choir Festival
- South West Brass Band Championship
- Schools summer concert
- Torbay and National Chess Congress
- Christmas Ice Rink event

The Centre has been recognised for its contribution to minimising environmental foot print with a Silver accreditation in the Green Tourism Awards.

5.1.5 The company has received financial support from the Council since its inception and in general this has been reduced substantially over the last 10 years from around £1.4m in 1997 (current value) to £710k in 2008/9 and an anticipated £623,000 in 2010/11.

5.2 Key achievements for 2009/10

5.2.1 Conferences and Events

The Centre expects to host 47 major events during 2009/10 (ie nearly one per week) involving a minimum of 100 delegates (range 100-1200 – average 533 delegates for conference events).

In addition the facilities will be used for 599 local meetings by the Council, Care Trust, Local businesses and organisations during this same period.

5.2.2 Waves Leisure Pool

Total attendance for 2009/10 is predicted to be 121,000

- Concessions

As part of its remit to encourage community usage, Waves Leisure Pool reduces its prices to many people, groups & organisations. On average there are 2500 (internal / external) concessions per month. The total value of concessions to promote such inclusion and community use is in excess of £60k. They include the following:

- Registered Disabled – Carers Swim Free
- Under 5's – Go Free
- Group Swims of 10+ (Schools, Boys / Girls Brigades, Churches, Scout Groups, Nurseries, etc)
- Friday evenings – Free Adult per paying child
- Library Leisure Card – entitles the holder to discounted swims
- Torbay Holiday Helpers Network – Free Family Swim
- Kids Go Free in February – created by Tourist Board
- South Devon Employee Passport – entitles discounts to Local Businesses
- Devon Childminding Association – £2.00 off Family swim
- To - Foster Care Association – discounts on every visit
- GP Referrals

The “Water Enabling” Aqua Class is currently running on a Wednesday afternoon to cater for GP Referrals that can not use the gym but are able to do gentle exercise in the water.

- Splash

The Centre has committed to a two year scheme being run by the Council to enable over 60s to participate in free swimming.

5.2.3 Lifestyle

Average membership for 2009/10: 930 – About one third are 50+ members

Member visits for 2009/10 predicted to be 59,600

Non member visits for 2009/10 predicted to be 23,900

Total visits for 2009/10 predicted to be 83,500

- GP Referral Scheme

Lifestyle runs a very successful GP Referral Programme as part of the Fit Bay steering group since January 05 working with people with all kinds of medical conditions. This is a 10 week program to help people back to good health and well being, and currently the Centre runs 15 hours of GP referral sessions a week.

There have been 349 GP referrals to date, to the 10-week programme. So far, 209 people have completed the 10 week course of which 75% have now joined Lifestyle, and made fitness part of their lives. The main reasons for the 25% of people not joining were, lapses in their health or financial reasons in spite of an attractive discount to everyone finishing the GP Referral Scheme.

- South Devon College

South Devon College use the Lifestyle facilities at a reduced rate throughout the year for various activities including the tennis and football academies.

- Special Needs Groups

Special needs groups also use the Lifestyle facilities regularly throughout the year at reduced rates.

- Fit For The Future Pilot Scheme

The Centre is a participating centre in the Fit for the Future Scheme, a project funded by the Department of Health to see speedy progress towards getting more people, more active, more often. The scheme is for 16 – 22 year olds from deprived wards of Torbay who would not normally exercise and have not been a member of a gym over the last six months with 120 people on the scheme to date.

5.2.4 Brasserie

Following difficult trading conditions in 2008 and early 2009 the Company has successfully refocused this part of the Business. Its primary function is to provide seven days a week catering offer to visitors to the centre both for leisure activities and also conference and events. The evening dining offer is now restricted to Friday and Saturday nights where there is good demand for the venue together with high demand for Sunday lunch.

5.2.5 Financial performance

Our results for 2008/9 have recently been published and with a reduction in turnover of 8.7% show the impact of the recession. The company is grateful for the additional financial support from the Council received in that financial year which helped to deal with the impact of the downturn in the economy.

Management action in late 2008 to reduce staff overheads by a total of seven staff and refocus the business has resulted in improved financial results during the current financial year compared to predictions shared with the Mayor in December 2008. As a result of this improved position, the company does not expect to require additional financial support over and above the Council's budgeted revenue support grant for this financial year.

5.3 Future challenges/forthcoming work

- 5.3.1 The company is currently predicting a greater loss for 2010/11 than the revenue support grant sought from the Council in 2010/11. The company is aiming to drive further efficiencies in its operations and increase business levels to close the gap in the same way as it has achieved in the present year.

5.3.2 The company is actively seeking to promote new business to reduce its reliance on Council support in the following ways:

- A new exhibition and events strategy: self promoted events in conjunction with existing activities in the bay
- An enhanced marketing strategy for the growth of conference business and encourage greater delegate numbers
- Dynamic new Waves offer: targeting young people
- A new health offer in Lifestyle: targeting weight loss
- The further development of the Bay Brasserie as a party venue
- A unique banqueting offer aimed at associations and money raising events for charities
- New partnership working on various projects to increase utilisation of the building.

5.3.3 Working with the Council in securing an investor partner to further develop the centre and its business, whilst continuing to attract new and repeat business to the centre.

5.3.4 Managing a building which has now been open for 23 years with limited investment in its long term future.

5.3.5 Minimising the requirement for subsidy whilst at the same time seeking to fulfil the mission statement to attract economic benefit to the bay and promote the social and community benefit of the facilities.

5.3.6 Developing the general public understanding of the contribution the Centre makes to the Local economy, Tourism and Community events.

Richard Thorpe
Executive Head of Governance

Appendix 1: Areas of Special Interest and Responsibilities for Non-Executive Directors of the Care Trust