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Date: Friday, 17 July 2015

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Dear Member

COUNCIL - THURSDAY, 23 JULY 2015

I am now able to enclose, for consideration at the Thursday, 23 July 2015 meeting of the Council, the following reports that were unavailable when the agenda was printed.

Agenda No	Item	Page
8.	Corporate Plan 2015-19	(Pages 130 - 146)
10.	Integrated Care Organisation Funding	(Pages 147 - 150)
16.	Composition and Constitution of Executive and Delegation of Executive Functions Revised Report	(Pages 151 - 156)

Yours sincerely

June Gurry
Clerk



Meeting: Council

Date: 23 July 2015

Wards Affected: All

Report Title: Corporate Plan 2015-2019

Is the decision a key decision? Yes

When does the decision need to be implemented? 23 July 2015

Executive Lead Contact Details: Mayor Oliver, Executive Lead for Finance, Regeneration and Children, 01803 201201 mayor@torbay.gov.uk

Supporting Officer Contact Details: Steve Parrock, Executive Director Operations and Finance, 01803 201201, steve.parrock@torbay.gov.uk

1. Purpose and Introduction

- 1.1. The Corporate Plan 2015-2019 prepared by the Mayor and the Executive sets out the strategic ambitions for the Council over the next four years and the principles within which the Council will operate.
- 1.2. The Plan as drafted is designed to provide an overarching framework for the ambitions of the Council. It is not intended to provide targeted actions against which the performance of the Council can be judged.
- 1.3. Once this Plan is approved, Corporate Plan 'delivery plans' will be formulated which will underpin this overarching plan, and the same will be presented to Full Council for approval.
- 1.4. The Corporate Plan acknowledges the financial challenge the Council faces and sets principles as to how to achieve our ambitions within reducing resources.

2. Proposed Decision

- 2.1 That the Corporate Plan 2015-2019 set out in Appendix 2 to the submitted report be approved.
- 2.2 That the Council notes that the Corporate Plan Delivery Plans will be prepared and presented to Council for approval.

3. Reason for Decision

- 3.1 The Corporate Plan is a key document as part of the Council's policy framework setting out our strategic ambitions for the next four years.

Supporting Information

4. Position

- 4.1 The Corporate Plan 2015-2019 is the Council's key strategic planning document setting out the overarching ambitions for the next four years.
- 4.2 Set against the significant challenge of expected reductions in funding, the plan identifies two ambitions for a prosperous and healthy Torbay and three principles within which the Council will operate, namely:
- Using reducing resources to best effect;
 - Reduce demand through prevention and innovation; and
 - Integrated and joined approach.
- 4.3 While there is no statutory requirement to have a Corporate Plan, being clear about our ambitions gives the Council, our staff, partners and the community a clear understanding of what we seek to achieve and how to prioritise our spending.
- 4.4 The Corporate Plan identifies the need to explore new and innovative ways to deliver services, as well as the need to integrate with our partners to maximise value for money and deliver the best possible outcomes for our communities.
- 4.5 The Council will be developing long term 'Corporate Delivery Plans' which will underpin this Corporate Plan. There will be a delivery plan for each of the five targeted actions:
- Protecting all children and giving them the best start in life.
 - Working towards a prosperous Torbay.
 - Promoting healthy lifestyles across Torbay.
 - Ensuring Torbay remains an attractive and safe place to live and visit.
 - Protecting and supporting vulnerable adults.
- 4.6 These delivery plans will translate the Corporate Plan into practice and detail the priority projects and specific actions the Council will undertake to achieve our ambitions. The template for the delivery plans is available in Appendix 4.
- 4.7 They will be developed by the Council's Senior Leadership Team and the Executive. In developing these plans, feedback from the consultation on the Corporate Plan will

be taken into account especially where respondents have identified specific issues or projects they would like to see addressed. Delivery Plans will be developed over the summer and presented to Council in the autumn.

- 4.8 A Performance and Risk Management Framework will be developed to monitor our progress and delivery against the Corporate Plan and Delivery Plans. Performance information will be challenged on a regular basis by the Council's Senior Leadership Team and presented to Overview and Scrutiny Board on a quarterly basis.

5. Possibilities and Options

- 5.1 The Corporate Plan has been developed based on discussions with the Mayor, Executive Leads and the Council's Senior Leadership team on what the focus for the Council should be over the coming years.
- 5.2 In adopting this Corporate Plan, the Council sets a clear vision for what it wants to achieve, and our staff, partners and the community understand what we are working towards.
- 5.3 Without a Corporate Plan it becomes difficult to set a coherent direction of travel for the Council, given reducing resources.

6. Fair Decision Making

- 6.1 The Draft Corporate Plan 2015-2019 has been subject to consultation with the public and our partner organisations. The consultation was promoted through social media to the public and was directly emailed to staff, elected members and partners including Devon and Cornwall Constabulary, Devon and Somerset Fire and Rescue Service, Torbay and Southern Devon Health and Care Trust, Clinical Commissioning Group and Torbay Business Forum.
- 6.2 Generally consultations on strategy documents do not receive high response rates and this consultation was no exception with 19 responses (one late response was received). The majority of these responses were received from members of the public and Torbay Council staff, with three partner organisations also responding.
- 6.3 Overall, there was agreement with the ambitions, principles and targeted actions identified within the plan. Respondents agreed with the need to look after our residents and ensure we try to avoid through intervention. Comments and feedback related to creating revenue, and promoting tourism to ensure Torbay prospers.
- 6.4 Within the survey responses there were specific suggestions for what else could be included; examples of these are outlined below:
- Ensuring tourism is promoted and protected.
 - Need to protect the environment and making the most of this asset.
 - Improving mental health for children and young people.

- Ensuring local people have an opportunity to have their say in future plans for the Council.
- Need to build more housing.
- Making the most of the digital economy and how this can create further opportunities for area.

6.5 These suggestions will be considered in the development of the Corporate Plan Delivery Plans which will detail the projects and actions the Council will be undertaking in relation to targeted action areas.

6.6 The Draft Corporate Plan has also been considered by the Overview and Scrutiny Board. The Board's report is available via the following the link:

<http://www.torbay.gov.uk/DemocraticServices/documents/s23922/Corporate%20Plan%20Report%20of%20the%20Overview%20and%20Scrutiny%20Board.pdf>

6.7 Feedback from the consultation has been taken on board and the Corporate Plan has been amended in light of feedback received.

6.8 A summary of the consultation responses is available in Appendix 5.

7. Public Services (Social Value) Act 2012

7.1 This policy does not require the procurement of services.

8. Risks

8.1 Without a Corporate Plan it becomes difficult to set a coherent direction of travel for the Council, given reducing resources.

Appendices

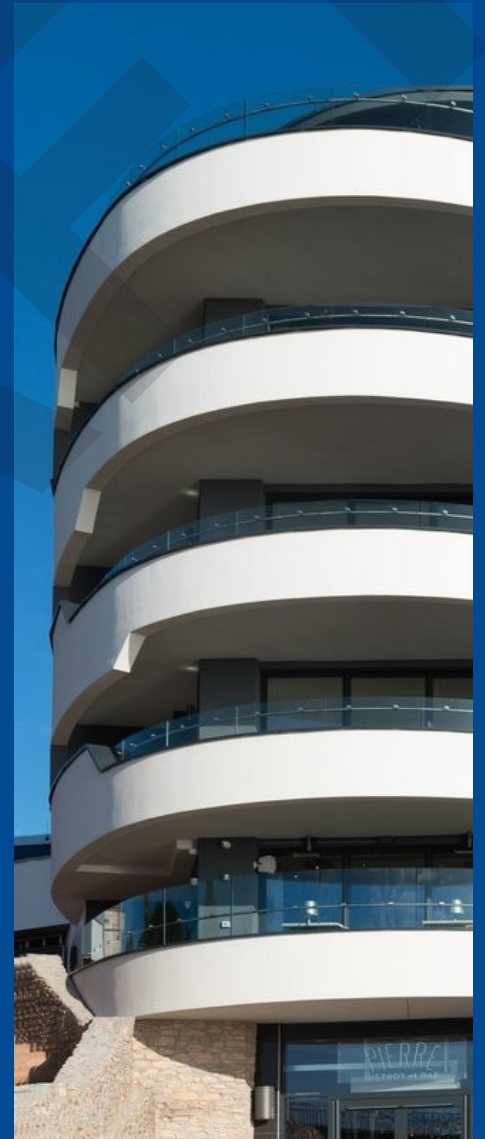
Appendix 2: Draft Corporate Plan 2015-2019

Appendix 3: Draft Corporate Plan 2015-2019 Appendix

Appendix 4: Template for Delivery Plans

Appendix 5: Summary of Consultation Feedback

Introduction to Corporate Plan 2015 - 2019



A Council Fit for the Future

Foreword by Mayor Gordon Oliver



It is a privilege to be elected Mayor of Torbay for a second term and to be able to build on the achievements of the last four years. Despite the challenge of reduced funding as a result of the Government's austerity measures we have still delivered or enabled significant achievements including:

- Unemployment across Torbay has fallen from 4.3% in 2011 to 2.1%.
- A landmark development on Torquay's waterfront on the site of the former Palm Court Hotel.
- South Devon Link Road is well underway and on track to be completed in 2015.
- Torre Abbey has undergone its phase 2 restoration to showcase its 800 year history and won prestigious accolades.
- Children's Services have been removed from intervention, the Department for Education has lifted its improvement notice.
- Torbay along with Devon County Council and Plymouth City Council have created the Energy from Waste facility for waste which cannot be recycled.
- The Council has been awarded Purple Angel Status meaning that more staff are dementia aware.
- The fishing industry supported by the Council in Brixham is thriving and has gained a world class reputation for quality.
- The Torquay Promenade and Banjo was restored and opened to the public for the first time since 2006.
- White Rock Business Park continues to move forward which will bring new jobs and investment to the area.

I made election promises to our communities to ensure the best possible outcomes for all and deliver regeneration projects which will continue to shape Torbay's economic future. However, the Government has been clear about the funding reductions which can be expected across the public sector and the next four years will continue to be challenging for Torbay. This Corporate Plan sets out the ambitions the Council will work towards over the next four years as well as recognising the challenges we face and the need to do things differently.

1. Introduction

Torbay is a great place to live, work and visit. It has a fantastic natural environment as part of the South Devon coastline and is consistently rated among the UK's top tourist destinations. With great access to the sea from a number of harbours and beaches, our communities also enjoy the benefits of a more urban style of living.

The South Devon Link Road will open up more options for people to live by the sea and work elsewhere, or commute in to work more quickly to places in the bay. It will also encourage new businesses to set up in Torbay which will help to improve the local economy.

There has been and remains a significant financial challenge to Torbay Council. Over the last four years the Council has had to make difficult decisions about its services in light of the Government's austerity measures and reduced levels of funding. The future for local government remains uncertain with further reductions in funding expected in 2016/17 and beyond.

It is estimated that the Council will have a budget gap of £33m over the three years between 2016/17 and 2018/19, based on a financial base of £110m in 2015/16. This is a significant challenge especially when the majority of services are statutory i.e. we have to provide them by law. As we need to maintain these services further pressure will be placed on the non-statutory services the Council provides.

To meet this challenge we will explore new and innovative ways to deliver services and maximise value for money. The scale of the budget gap needed means it is no longer possible to achieve the savings required by making simple efficiencies. Some services will have to change significantly or, unless statutory, may no longer be provided.

We will also need to explore the possibility of devolution. Devolution can offer greater powers and financial freedoms and it is important that the Council grasps any such opportunity.

To sit alongside this Corporate Plan, we have prepared a visual representation of how our ambitions, actions and principles sit together, as demonstrated in appendix one.

2. Our ambitions

In order to create a Council fit for the challenges of the future, we will focus on creating a prosperous and healthy Torbay.

By focusing on these two ambitions, we can work towards ensuring our communities are healthy and thrive.

A prosperous Torbay

The local economy is showing signs of recovering from the recession, with recent statistics pointing to a more rapid rise in salary rates in Torbay than elsewhere in the Heart of South West (HoSW) Local Enterprise Partnership (LEP) area. Unemployment has also fallen more quickly than anticipated and this has been assisted by actions taken by the Council and its partners to encourage investment, by businesses, in growth.

The long awaited South Devon Link Road will open in 2015, we must capitalise on that investment to ensure that our economy builds on its recent successes. This will lead to additional higher value employment and the wider benefits that brings to the area through improvements in health, educational attainment and other benefits.

The Council's Economic Strategy 2013-2018 and new Local Plan sets out the need to create more employment in Torbay and this means we need to continue to secure investment in support of the right infrastructure for economic growth including road, rail, broadband as well as sites and premises.

The Torbay Development Agency (TDA) will continue to work in partnership with important sectors and businesses such as hi tech industries and manufacturing. We will continue to encourage people to start new businesses and support them to ensure they are fully exploiting business support programmes to accelerate their growth.

We will continue to work with schools, businesses and other partners to ensure that young people are supported through work placements, apprenticeships and shadowing opportunities to build their future careers within the bay. Working in partnership with schools and business and other partners we can ensure the supply of labour into the economy meets

local needs. We need to ensure that our care leavers are considered for work placements, apprenticeships and mentoring support to build their confidence and experience of working life.

Revitalisation of the town centres is a critical part of Torbay's economic prosperity and the adoptions of master plans for Paignton and Torquay will promote regeneration and growth across these towns.

A healthy Torbay

There are a number of health challenges facing Torbay, including:

- A gap in life expectancy between those people living in more deprived communities and those living in the least deprived.
- A gap in disability free life expectancy, people in more deprived areas live longer with disabilities.
- High levels of overweight and obese children and adults.
- High rates of alcohol related admissions to hospital.

By working with our partners we need to ensure that our communities are supported.

We need to address and tackle the lifestyle issues and wider economic, social and environmental factors which can cause ill health. By tackling these lifestyle issues factors, individuals and communities can improve their life chances.

Across the life course, we need to ensure all children are given the best start in life. Families need to be supported to make the right choices in order to achieve the best outcomes for them and their children. We need to promote the importance of healthy lifestyles and the newly created Joint Commissioning Team will work with partners to ensure there is a focus on targeted prevention and early intervention within all plans.

Torbay's natural environment is a wonderful asset which we need to ensure is protected, by providing attractive and safe open spaces we can encourage our communities to make the most of where we live and promote healthier lifestyles.

Torbay's economic prosperity is dependent on a healthy workforce and yet economic prosperity itself helps to create healthier communities, by supporting regeneration projects we will be able to improve the health inequalities which exist across Torbay.

Working with adult social care services and other community sector organisations, such as the Torbay Community Development Trust, and the voluntary sector we need to explore ways in which we can ensure older people age well, and are physically, mentally and socially active.

In order to achieve this within our reducing resources it is critical the Council delivers through new integrated approaches with our partners. We need to ensure that early intervention and prevention programmes are successful with the ultimate aim of reducing demand in the more costly reactive (intervention) services.

3. Delivering for the future

In order to address the significant financial challenge the Council will face over the next few years, we need to think of new ways of working. We need to look at how other areas, both locally and nationally have addressed similar threats and take the opportunity to do things differently.

We need to base everything we do on three main principles:

- Use reducing resources to best effect.
- Reduce demand through prevention and innovation.
- Integrated and joined up approach.

We will target our actions in five key areas:

- Protecting all children and giving them the best start in life.
- Promoting healthy lifestyles across Torbay.
- Working towards a more prosperous Torbay.
- Ensuring Torbay remains an attractive and safe place to live, visit and work.
- Protecting and supporting vulnerable adults.

Use reducing resources to best effect

The challenge

As part of the Government's deficit reduction plan, the Council has already made budget reductions in the region of £40m over the last four years. It is expected that budget reductions will continue for the rest of the decade given expected reductions in funding from central government, 'normal' budget pressures of inflation, an ageing population and increasing demand for social care services. It is estimated the Council will have a budget gap of £33m over the three years between 2016/17 and 2018/19.

Thinking for the future

We will continue to ensure we are working to maximise efficiencies, ensuring every pound and every hour of work is well spent but the scale of the budget gap means this alone will not be enough. Therefore we will need to think and act differently:

- We may stop providing some services.
- Some services will need to be provided differently with greater community support and / or with integrated working with our partners.
- We need to look at new ways to generate income using our current resources.
- We need to ensure statutory services are clearly defined and managed by the level of risk.

We need to take the lead on town centre regeneration, attracting new investment, new businesses, events and people to our town centres. This will secure income for the Council, but will also benefit our communities and key business sectors.

We need to take a lead role in housing policy and improve housing standards working with the private and community sector. We will continue to build on our success to date in dealing with unacceptable property management.

We need to recognise the skills and assets that exist within our communities and work in partnership with them to enhance the contribution they can make to their own future and that of Torbay.

These and other dynamic approaches will ensure Torbay stays at the forefront of innovation.

Reduce demand through prevention and innovation

The challenge

There is growing demand for our all of our services due to an ageing population, increasing numbers of people and families living with complex illnesses and needs and increasing numbers of children being referred to children's social care services. This is not unique to Torbay and this pattern is seen across the country which is reflected in the pressure on social care and health services.

The Council has an important role to play in reducing this demand in the future as:

- Torbay's economic prosperity is closely linked to the health and well-being of our communities and the individuals who live here
- Failure to support vulnerable individuals, families and communities earlier on will result in higher costs for all organisations and will reduce our capacity to intervene earlier.

Thinking for the future

Building on our current approaches of working together and existing projects, such as the Five Year Cost Reduction Plan for Children's Services, we can reduce demand for services in a number of ways:

- Multi-agency teams working within communities to deliver joined-up services and respond to the needs of those communities.
- Support families to safely care for their children within the context of their community or where this isn't possible, ensure that alternative care arrangements are made for children in a timely way.
- Create an environment where our communities flourish with good physical and mental health.
- Create integrated services where people and families are supported in all aspects of their lives where there are challenges to prevent progression to the need for more intense care.
- Create services aimed at keeping people well and preventing or delaying the onset of disability and illness.
- Create integrated services where those in their older years or those living with illness or disability are supported to live independently and at home for as long as possible.
- Work in partnership with the community and voluntary sector to build resilience and ensure they are equal partners on service design and delivery.

Prevention and early intervention must be a key component of all Council services. In providing services which help to address needs earlier and aim to deal with the wider causes of all problems, the Council will improve outcomes for communities and individuals, reducing the demand for reactive and intervention based services which are far more costly than preventative services.

Integrated and joined up approach

The challenge

Services delivered by different agencies, to only certain age groups or genders leads to services which are not fully integrated and may not provide a holistic approach to care. Meaning that it is not uncommon for clients to receive care from a number of different agencies and staff simultaneously.

Although Torbay has joined-up health and social care services, along with our partners we need to go much further if we are to address the needs of our communities as well as accomplishing this within the growing financial challenge we face.

Thinking for the future

Torbay has a national reputation for integrated working across health and social care and has recently received Pioneer status to take this forward.

The hospital is in the process of acquiring Torbay and Southern Devon Health and Care NHS Trust to create an Integrated Care Organisation (ICO).

The Directors of Adult Social Care, Children's Services and Public Health are working with commissioners in the NHS to develop a Joint Commissioning Plan; this will include the production of local delivery models.

The creation of a Torbay Public Services Trust (TPST) across all agencies will allow for the pooling of budgets as well as attracting external investment. The TPST will enable the co-commissioning and co-delivery of services through pooled budgets by a full range of partners and is being developed as part of the Social Work Innovation Fund project.

We will continue to work with other local authorities and partner organisations to see where there are opportunities to deliver services together. We will need to work with other local authorities to explore the possibility of devolution.

By maximising the benefits of joint working, we will be able to continue to focus on achieving our ambitions and as well as being able to do this within reducing resources.

4. Next Steps: Service Development and Engagement

This document is designed to provide an overarching framework for the ambitions of the Council.

Throughout the remainder of 2015, the Council will be developing long term delivery plans which will support this Corporate Plan. These plans will take into account the reducing financial resources available to the Council over the next three years. In developing these delivery plans consideration will be given to how we redesign our services, how we can work differently and in partnership with others and how we can generate income in order to achieve our ambitions.

The Corporate Plan Delivery Plans will provide the detail of what the Council will be doing and will provide actions against which the performance of the Council can be judged and risks can be monitored. A key part of service redesign will be an assessment of existing evidence and understanding of community needs. We will engage with our partners and the community on service redesign ensuring that everyone, especially those who will be most affected by proposals, get the opportunity to have their say.

The future will not be easy but despite the challenges the Council faces in the forthcoming years, we are committed to working with our partners and the public to ensure that we are able to deliver on our ambitions of a prosperous and healthy Torbay.

Ambitions

A prosperous Torbay

A healthy Torbay

We will continue the drive to create jobs and work with the Local Enterprise Partnership to gain maximum, economic and social benefits from government funding, including the pursuit of European funding to support specific projects.

Torbay will be a place where our town centres are revitalised and thrive to build our economic prosperity.

We will work to address inequalities of health, wealth and opportunity in Torbay, providing the right kind of help and support at the right time.

Torbay will be a place where we celebrate and champion the diversity of our population and every individual, organisation, business and community is encouraged to play an active role in the life of Torbay.

Torbay will be a place more in control of its future, where its governance is modernised as part of the Government's devolution agenda working with our neighbouring authorities.

We will support a referendum with reference to the Elected Mayor system as soon as is permitted in 2016.

Torbay will be a place where the cared for and caring, young and old, are respected and valued members of our society; and where healthy, happy and safe lives and homes are shared aspirations for every citizen.

Torbay will be a place where every citizen has access to a good education and is able to acquire the skills they need to join South Devon's workforce, where education, training and apprenticeship opportunities are available to all.

Torbay will be a place of well-connected neighbourhoods with a strong sense of identity and belonging, where a diverse mix of housing types and tenures ensures that homes are increasingly affordable to all that need them including the most vulnerable.

Torbay will be a lively and thriving tourist and event destination.

We will continue to plan long term for our sea defences and flood protection to ensure our three towns are protected from rising sea levels.

We will work to improve transport links across Torbay, ensuring it is effective, reliable and sustainable.

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Mayoral Manifesto Promises

Corporate Delivery Plans

(These delivery plans will be developed over coming months and presented back to Council in September 2015)

Targeted Actions

Protecting all children and giving them the best start in life

Working towards a more prosperous Torbay

Promoting healthy lifestyles across Torbay

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

Protecting and supporting vulnerable adults

Life Course

Starting Well

Developing Well

Living and Working Well

Ageing Well

Principles

Use reducing resources to best effect

Reduce demand through prevention and innovation

Integrated and joined up approach

Draft Corporate Plan 2015 - 2019



Ambitions

A prosperous Torbay

A healthy Torbay

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**Mayoral
Manifesto
Promises**

Page 142

Corporate Delivery Plans

(These delivery plans will be developed over coming months and presented back to Council in September 2015)

**Targeted
Actions**

Protecting all children and giving them the best start in life

Working towards a more prosperous Torbay

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

Protecting and supporting vulnerable adults

Life Course

Starting Well



Developing Well



Living and Working Well



Ageing Well

Principles

Use reducing resources to best effect

Reduce demand through prevention and innovation

Integrated and joined up approach

Delivery Plan Template

Protecting all children and giving them the best start in life

Our four year focus

[Identify how services will change between now and May 2019 taking account of the principles by which we are operating]

-
-
-

Priority projects for 2016/2017

[Identify the specific actions which will take place before May 2017]

-
-
-

Performance Indicators

Measure	Trend	Previous Year	Current Performance

Risks

	Risk	Mitigating Action
Risk 1		
Risk 2		
Risk 3		

Equality Objectives

Objective 1	
Objective 2	
Objective 3	

Draft Corporate Plan 2015-19

Summary of consultation feedback

1. In relation to the two ambitions of prosperous and healthy, two thirds of respondents agreed with these ambitions and comments made included the following:

- We need to look after our residents and make them our main priority.
- Health is paramount as ill health can be avoided through intervention.
- We need to create revenue for the bay and promote tourism.
- Valid and achievable aims but could increase demand.
- Tourism and coastline needs maintaining and protecting for the future.
- Would like to see safety included as this is a basic need and without it communities cannot prosper and will have poorer health outcomes.
- Prosperity provides the basis for making other goals possible... the key is how these things are achieved.

2. The majority of respondents (83.3%) agreed with the principles which the Council will operate within, comments made included the following:

- Money can be saved with work to join up services and resources.
- The council has been great at being proactive, however we need to make our customers aware that with reductions in funding we are more reactive now, this will be assisted through a joined up approach.
- These seem a much a more forward thinking approach: merging teams, people working as communities and taking responsibility for the bay and looking after where they live.
- Don't think there is enough about creating opportunities or protecting our environment.
- Innovations should be core to what we do, this does not always mean bright and shiny, it's also about attitude.
- This is what a local authority should be doing and [this plan] doesn't inspire confidence
- Integrated and joined up also needs to apply internally to Torbay Council and not about seeking new opportunities externally.
- This is the only way forward.

3. Regarding the five areas where we will target our actions, again the majority of respondents (88.9%) agreed with these. Comments included the following:

- Offer support and care to vulnerable people before it's too late.

- I don't think anyone would disagree with these, it's just how you will do it and whether the Council can achieve it.
- It does focus on the safer and vulnerability elements which are very important and will drive demand if it not addressed.
- We need to change the wording for example, "*we will work tirelessly to protect our children and give them the very best start in life, we will strive to create exciting opportunities for our area to prosper etc*"
- There should be an explicit reference to improving mental health for children and young people.
- Promoting healthy lifestyles must be done in conjunction with schools.

4. In relation to whether there was anything respondents felt should be included, comments included the following:

- We need to make the most of the strengths of our location, scenery and beauty and encourage people to visit and return.
- Healthy should come before prosperous.
- We need to be clear the Council will maintain customer expectations by making it clear what we can genuinely achieve.
- The Council being more transparent in its future plans so the community can get involved and the local people can have a voice.
- Housing of different levels, social, affordable, rental and private all need to be looked at and built.
- Staff should be mentioned as an asset.
- Leveraging the possibilities made available by the digital economy for cost saving, community cohesion, jobs for young people, virtual business opportunities and improving the physical environment.

5. Finally we asked people if there was anything further they wished to add, comments included the following:

- I hope this does not fizzle out like other plans.
- The plan should be monitored and feedback available online – monthly and yearly.
- The challenge is 'how' and how will success be measured?

One late response was received from one of our partner organisations who are very supportive of the Plan and keen to continue multi-agency working with Torbay to ensure a multi-agency response to keeping people safe and healthy. They also fed back they were taking a similar approach in reviewing their operational plans and would have an overarching plan supported by a series of detailed plans.



Meeting: Council

Date: 23 July 2015

Wards Affected: All wards

Report Title: Integrated Care Organisation - Update

Is the decision a key decision? Yes

When does the decision need to be implemented? October 2015

Executive Lead Contact Details: Councillor Julien Parrott, Executive Lead for Adults

Supporting Officer Contact Details: Caroline Taylor, Director of Adult Social Services, caroline.taylor@torbay.gov.uk

1. Purpose and Introduction

- 1.1 Subsequent to Council's support of an Integrated Care Organisation (ICO) at its 26 February 2015 meeting, Council are requested to provide financial support to enable the integration to be approved by the NHS. This is on the basis that the ICO would commence on 1 October 2015 and the agreed risk share would operate from that date.

2. Proposed Decision

- 2.1 That the purchase of the outstanding social care debt held by Torbay and Southern Devon NHS and Social Care Provider Trust be approved, subject to:
- (a) the Director of Adult Social Services, in consultation with the Executive Lead for Adults, being authorised to agree satisfactory safeguards with South Devon Healthcare NHS Foundation Trust in relation to the collection of the outstanding social care debt; and
 - (b) the Integrated Care Organisation (ICO) being approved by the NHS in a timely manner and the risk share commencing from 1 October 2015; and
- 2.2 That, subject to 2.1 above and the approval of the Capital Investment Plan Update (Outturn 2014/15) recommendation 2.7 (to be considered as a separate report on this agenda), the allocation of £461,000 to the Adult Social Care capital grant be allocated to the ICO to support the investment in integration with the expectation that the ICO will generate efficiencies and savings in future years.

3. Reason for Decision

- 3.1 For the NHS to approve the proposed Integrated Care Organisation, the NHS must accept a business case that shows the new organisation to be viable as an FT. Currently Torbay and Southern Devon NHS and Social Care Provider Trust hold approximately £3.2m of unpaid social care debt on their balance sheet. As part of that business case South Devon Healthcare NHS Foundation Trust have requested that Torbay Council “purchases” that debt from the Trust.
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4 Supporting Information

- 4.1 Council and Health and Wellbeing Board have received a number of reports on the proposed Integrated Care Organisation. The latest report was presented to Council at its meeting on 26 February 2015.
- 4.2 The relevant Council minute from that meeting is below:

166 Strategic Agreement between Torbay and Southern Devon Health and Care NHS Trust and Torbay Council/Torbay and South Devon Clinical Commissioning Group

The Council considered the submitted report on the Annual Strategic Agreement which sets out the way in which Torbay Council and South Devon and Torbay Clinical Commissioning Group (the CCG) will commission services from Torbay and Southern Devon Health and Care NHS Trust and South Devon Healthcare NHS Foundation Trust on the basis that in 2015 both Trusts will be in the form of an integrated care organisation.

- 4.3 Work on the creation of the ICO has been progressing but has been subject to delays and the latest possible go live date is now 1 October 2015 but as yet the NHS (via MONITOR and TDA(NHS)) have not yet approved the final gateway for Integration. The council and the CCG as commissioners continue to believe that this model would deliver the best outcomes for our communities. The area remains a pioneer site for integration but has not had benefit of pump priming money to accelerate transformation from NHS England or other bodies. The unresolved issues which have lead to this further delay in a start date are due to a shortfall in financial pump priming monies for the transformation. The NHS FT have borrowed to enable this final financial last element to be put in place, the CCG are also providing a further cash injection to enable the scheme to commence. I.e. All commissioners and providers are equally challenged to find the required transformation investment, but are willing to do so to enable the benefits of the new care model to be delivered.
- 4.4 For the NHS to approve the proposed Integrated Care Organisation, the NHS must accept a business case that shows the new organisation to be viable under FT rules. Currently Torbay and Southern Devon NHS and Social Care Provider Trust hold approximately £3.2m of unpaid social care debt on their balance sheet. As part of that business case South Devon Healthcare have requested that Torbay Council “purchases” that debt from the Trust.

- 4.5 The outstanding debt is currently a total of £4.2m offset by £0.9m of a bad debt provision therefore the Councils purchase will be £3.2m (or whatever the value is on the date of the creation of the ICO). Although this debt relates to adult social care charges and any income and write offs form part of the pooled budget with the Trust, that the Council has a risk share arrangement on, this debt is Trust debt.
- 4.6 The Council currently acts as the Trust's agent on debt in that the Trust's invoices are raised by the Council and cash is collected by the Council prior to be passed over to the Trust. Some of the debt is linked to charges on clients property.
- 4.7 If the Council purchases the debt it will require a number of safeguards from South Devon Healthcare NHS Foundation Trust. These to include:
- Cash collected allocated to oldest debt first
 - Council has direct access to staff in ICO who collect this debt
 - Council can charge debt collection costs to the bad debt provision
 - If any of this debt becomes uncollectable (after the current bad debt provision) this cost forms part of the ICO risk share – i.e. Torbay takes 9% share of costs
 - Client debt raised from ICO "go live" date will be ICO debt
 - Purchase dependent on ICO happening, if not debt remains with Provider Trust

It is expected that these safeguards will be included in the Annual Strategic Agreement with the ICO.

- 4.8 In addition to the purchase of the Trust debt the Council may allocate the 2015/16 social care capital grant to the ICO to support the investment in integration with the expectation that the ICO will generate efficiencies and savings in future years.

5. Possibilities and Options

- 5.1 That Council declines to purchase the debt. This could weaken the business case which could result in the ICO not being approved by the NHS.

6. Fair Decision Making

- 6.1 Proposal discussed with local NHS bodies.

7. Public Services (Social Value) Act 2012

Not applicable

8. Risks

- 8.1 The debt becomes uncollectable which will be, in part, a future cost to the Council.

Appendices

None

Additional Information

Council report on Annual Strategic Agreement – 26 February 2015

Schedule 5 - Scheme of Delegation of Executive Functions to the Executive, Committees of the Executive and Officers – Revised Report 16 July 2015

This report is presented to the meeting of Council on 23 July 2015 in accordance with Standing Order C4.2(a) for inclusion in the Council’s Scheme of Delegation (Schedule 5 to Part 3) of the Constitution of Torbay Council.

1. The names, addresses and wards of the people appointed to the Executive by the Mayor are set out below:

Name	Address	Electoral Ward
Deputy Mayor and Executive Lead for Health and Wellbeing - Councillor Derek Mills	5 Bascombe Close Churston Brixham TQ5 0JR	Churston with Galmpton
Executive Lead for Tourism, Culture and Harbours - Councillor Amil	Flat 6 22 Polsham Park Paignton TQ3 2AD	Cockington with Chelson
Executive Lead for Community Services - Councillor Robert Excell	Excell Studio 203 Union Street Torre Torquay TQ1 4BY	Tormohun
Executive Lead for Customer Services – Councillor David Morris	c/o Town Hall Castle Circus Torquay TQ1 3DR	Shiphay with the Willows
Executive Lead for Corporate Services – Councillor Andy Lang	c/o Town Hall Castle Circus Torquay TQ1 3DR	Tormohun
Executive Lead for Planning, Transport and Housing – Councillor Mark King	5B Coburg Place Torquay TQ2 5SU	Cockington with Chelston
Executive Lead for Business – Councillor Richard Haddock	Churston Farm Shop Dartmouth Road Brixham TQ5 0LL	St Marys with Summercombe
Executive Lead for Adults – Councillor Julien Parrott	51 Princes Road Torquay TQ1 1NW	Ellacombe

2. The Mayor is responsible for the discharge of all executive functions (except as specified in paragraph 3. below). Executive Leads will have an advisory role in relation to the areas of responsibility set out below.

Executive Lead	Portfolio:	Main Director/Executive Head/Lead Officer
<p>Mayor Gordon Oliver</p> <p>Executive Lead for Finance, Regeneration and Children</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 152</p>	<p>Torbay Development Agency:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Built Environment <input type="checkbox"/> Employment and Skills <input type="checkbox"/> Business support <input type="checkbox"/> Regeneration <input type="checkbox"/> Business Relocation, Creation and Growth (inc. social enterprise/apprenticeships) <input type="checkbox"/> Inward Investment <input type="checkbox"/> Property (assets) <input type="checkbox"/> Estates <p>Finance:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Financial Services (including Capital and Revenue Budget and Budget Monitoring) <p>Children:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Torbay Youth Trust <input type="checkbox"/> Torbay Public Service Trust <input type="checkbox"/> Improvement and Performance <input type="checkbox"/> Schools <input type="checkbox"/> Children’s and Young People <p>Safeguarding</p> <ul style="list-style-type: none"> <input type="checkbox"/> Children’s Safeguarding and Wellbeing 	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Director of Operations and Finance/Chief Executive Torbay Development Agency <input type="checkbox"/> Section 151 Officer <input type="checkbox"/> Director of Children’s Services <input type="checkbox"/> Director of Adult Social Care <input type="checkbox"/> Assistant Director of Safeguarding

Executive Lead	Portfolio:	Main Director/Executive Head/Lead Officer
Deputy Mayor and Executive Lead for Health and Wellbeing Councillor Derek Mills	<p>Public Health</p> <ul style="list-style-type: none"> <input type="checkbox"/> Public Health Commissioning Team <input type="checkbox"/> Community Development Trust <p>Special Projects</p> <ul style="list-style-type: none"> <input type="checkbox"/> Special projects and innovation 	<ul style="list-style-type: none"> <input type="checkbox"/> Director of Public Health <input type="checkbox"/> Interim Director of Special Projects and Innovation
Executive Lead for Planning, Transport and Housing Councillor Mark King Page 153	<ul style="list-style-type: none"> <input type="checkbox"/> Building Control <input type="checkbox"/> Planning and Strategic Transport <input type="checkbox"/> Strategic Housing <input type="checkbox"/> Waste <input type="checkbox"/> TOR2 Commissioning <input type="checkbox"/> (Design Review Champion) 	<ul style="list-style-type: none"> <input type="checkbox"/> Assistant Director of Community and Customer Services <input type="checkbox"/> Assistant Director of Corporate and Business Services <input type="checkbox"/> Director of Adults Social Care <input type="checkbox"/> Executive Head of Business Services
Executive Lead for Tourism, Culture and Harbours Councillor Nicole Amil	<ul style="list-style-type: none"> <input type="checkbox"/> Culture <input type="checkbox"/> Heritage <input type="checkbox"/> Events <input type="checkbox"/> Museums <input type="checkbox"/> Resort Services <input type="checkbox"/> Tourism <input type="checkbox"/> Harbours <input type="checkbox"/> (Armed Forces Champion) <input type="checkbox"/> (Heritage Champion) 	<ul style="list-style-type: none"> <input type="checkbox"/> Assistant Director of Community and Customer Services <input type="checkbox"/> Executive Head of Business Services

Executive Lead	Portfolio:	Main Director/Executive Head/Lead Officer
Executive Lead for Community Services Councillor Robert Excell	<p>Community and Customer Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Environmental Health and Community Safety <input type="checkbox"/> Highways and Street Scene <input type="checkbox"/> Sport <p>Business Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Car Parking 	<ul style="list-style-type: none"> <input type="checkbox"/> Assistant Director of Community and Customer Services <input type="checkbox"/> Executive Head of Business Services
Executive Lead for Customer Services Councillor David Morris	<p>Customer Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Customer Services <input type="checkbox"/> ICT <input type="checkbox"/> Corporate debt and creditor payments <input type="checkbox"/> Revenue and Benefits <input type="checkbox"/> Business Rates <input type="checkbox"/> Libraries 	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Head of Customer Services
Executive Lead for Corporate Services Councillor Andy Lang	<p>Corporate and Business Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Business Development <input type="checkbox"/> Governance Support <input type="checkbox"/> Mayor’s Support Unit <input type="checkbox"/> Human Resources and Payroll <input type="checkbox"/> Legal and procurement 	<ul style="list-style-type: none"> <input type="checkbox"/> Assistant Director of Corporate and Business Services
Executive Lead for Adults Councillor Julien Parrott	<p>Adult Social Care:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Children and Adults Commissioning <input type="checkbox"/> Adult Partnership <input type="checkbox"/> Adult Social Care <input type="checkbox"/> NHS Advisory Service <input type="checkbox"/> Healthwatch 	<ul style="list-style-type: none"> <input type="checkbox"/> Director of Adult Social Care

Executive Lead	Portfolio:	Main Director/Executive Head/Lead Officer
Executive Lead for Business Councillor Richard Haddock	<p>Business Services:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Environment and Flooding <input type="checkbox"/> Joint Ventures and Arms Length Companies <input type="checkbox"/> Town Centres <input type="checkbox"/> Business Improvement Districts 	<ul style="list-style-type: none"> <input type="checkbox"/> Assistant Director of Community and Customer Services <input type="checkbox"/> Assistant Director of Corporate and Business Services <input type="checkbox"/> Executive Head of Business Services

3.
 - (i) The Deputy Mayor (Councillor Derek Mills) will be responsible for the discharge of all executive functions relating to the regeneration of the Castle Circus area of Torquay as the Mayor owns properties in this area and has a pecuniary interest;
 - (ii) The Executive Lead for Business (Councillor Richard Haddock) will be responsible for the discharge of all executive functions relating to Connections as the Mayor owns properties in the area of the Torquay Connections Office and has a pecuniary interest;
 - (iii) the Deputy Mayor will be responsible for the discharge of executive functions if the Mayor:
 - (a) is absent (e.g. on holiday) for a period of time or in cases of urgency where the Executive Director of Operations and Finance is satisfied that the Mayor cannot be reasonably contacted;
 - (b) is incapacitated through illness; or
 - (c) has a person prejudicial interest in any matter requiring determination.
 - (iv) If the Mayor or the Deputy Mayor (Councillor Derek Mills) are unable to act on a matter requiring a decision then the Executive Director of Operations and Finance shall have the power to determine any matter requiring a decision.
4. No executive committees have been appointed at the present time.
5. No executive functions have been delegated to area committees, any other authority or any joint arrangements at the present time.
6. The Mayor has also (so far as lawful) delegated to officers the discharge of those functions that are referred to in Schedule 7 and are executive functions in the manner set out in that Schedule, in accordance with (and subject to) the Council's Standing Orders in relation to the Executive.
7. So far as the Constitution requires officers to consult with "the relevant member", the areas of responsibility of the Executive Leads are as set out paragraph 2 above.