

Monday, 11 October 2021

**CABINET**

A meeting of **Cabinet** will be held on

**Tuesday, 19 October 2021**

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room - Town Hall

**Members of the Committee**

Councillor Steve Darling (Chairman)

Councillor Carter

Councillor Long

Councillor Cowell

Councillor Morey

Councillor Law

Councillor Stockman

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**Together Torbay will thrive**

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Email: [governance.support@torbay.gov.uk](mailto:governance.support@torbay.gov.uk) - [www.torbay.gov.uk](http://www.torbay.gov.uk)

# CABINET AGENDA

1. **Apologies**  
To receive apologies for absence.
2. **Minutes** (Pages 4 - 21)  
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 21 September 2021.
3. **Disclosure of Interests**
  - (a) To receive declarations of non pecuniary interests in respect of items on this agenda.  
  
**For reference:** Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
  - (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda.  
  
**For reference:** Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.  
  
**(Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Communications**  
To receive any communications or announcements from the Leader of the Council.
5. **Urgent Items**  
To consider any other items the Chairman decides are urgent.
6. **Matters for Consideration**
7. **Domestic Abuse Act - Safe Accommodation Strategy** (Pages 22 - 31)  
To consider a report that outlines the emerging findings of the Safe Accommodation Needs Assessment and the draft Safe Accommodation Strategy action plan.
8. **Torre Abbey Development Foundation Proposal** (Pages 32 - 68)  
To consider a report that seeks permission for the foundation of an independent Development Foundation with charitable status to

support Torre Abbey.

- 9. Bus Service Improvement Plan** (Pages 69 - 86)  
To consider a report that seeks agreement to the principles, and general support for the publication, of the first Torbay Bus Service Improvement Plan, as part of the ongoing process in response to the National Bus Strategy.
- 10. Member Champion for Volunteers - Annual Report** (Pages 87 - 88)  
To consider the annual report of the Member Champion for Volunteers.
- 11. Member Champion for Mental Health and Wellbeing - Annual Report** (Pages 89 - 92)  
To consider the report of the Member Champion for Mental Health and Wellbeing.

### **Meeting Attendance**

Whilst national Covid-19 restrictions were lifted on 19 July 2021, Torbay Council has taken the decision to continue operating in a Covid-19 secure manner in order to protect staff and visitors entering Council buildings and to help reduce the spread of Covid-19 in Torbay. This includes social distancing and other protective measures (e.g. wearing a face covering (unless exempt), signing in and using hand sanitiser). Our public meetings will continue to operate with social distancing measures in place and as such there are limited numbers that can access our meeting rooms. Also, to help prevent the spread of the virus, anyone attending meetings is asked to take Covid lateral flow test the evening before - if you have a positive test result please follow the Government's guidelines and do not attend the meeting.

If you wish to attend a public meeting please contact us to confirm arrangements for your attendance.

## **Minutes of the Cabinet**

**21 September 2021**

**-: Present :-**

Councillor Steve Darling (Chairman)

Councillors Carter, Cowell, Law, Long, Morey and Stockman

(Also in attendance: Councillors Bye, Douglas-Dunbar, Foster, Chris Lewis and David Thomas)

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### **250. Minutes**

The Minutes of the meeting of the Cabinet held on 24 August and 1 September 2021 were confirmed as a correct record and signed by the Chairman.

### **251. Communications**

The Leader of the Council, Councillor Steve Darling, informed Members that he had written to the Home Secretary Priti Patel outlining the issues being experienced by the Council in respect of HGV Drivers and asking for a waiver for EU HGV Drivers.

The Cabinet Member for Customer and Corporate Services, Councillor Carter, highlighted the impact and challenges faced by Torbay's residents as a result of the ceasing of the £20 Universal Credit top up introduced at the beginning of the Covid-19 Pandemic. Councillor Carter implored all Councillors to make representations to the Members of Parliament for making the uplift permanent.

Councillor Carter also provided an update in respect of hybrid meetings.

The Cabinet Member for Children's Services, Councillor Law, highlighted the publication of a practice review by the Torbay Safeguarding Children Partnership and emphasised that the publication was not a serious case review. Councillor Law confirmed that all 23 recommendations set out in the practice review had been accepted.

Councillor Law updated Members on the Holiday Activities Food Programme and advised that 1346 children had accessed fun activities and food throughout the summer holidays. Councillor Law also thanked Sanctuary Housing for providing additional support in order that children who did not qualify for free school meals could also get involved in the holiday activities.

Councillor Law announced that Children's Services had been shortlisted for the Local Government Chronicle (LGC) – LGC Awards 2021 for 'Innovation and

Delivery at Times of Adversity-The rebirth of an achieving Torbay Children's Service'.

**252. Matters for Consideration**

The Cabinet considered the following matters, full details of which (including the Cabinet's decisions and recommendations to Council) are set out in the Record of Decisions appended to these Minutes.

**253. Torquay Town Dock Infrastructure Improvements**

**254. Torbay Council Strategic Asset Management Plan 2021 ~ 2026**

**255. Street Lighting Infrastructure Action Plan**

**256. LGA Remote Corporate Health Check Report and Action Plan**

**257. Budget Monitoring 2021/22 - Period 4 (July) Revenue Outturn Forecast & Quarter 1 (June) Capital Outturn Forecast**

**258. Member Champion Annual Report - Armed Forces**

**259. Member Champion Annual Report - Domestic Abuse and Sexual Violence**

**260. Purchase of Employment Land**

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Chairman

## Record of Decisions

### Torquay Town Dock Infrastructure Improvements

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That Cabinet recommends to Council;

- i) that borrowing is approved for up to £1.2m for the Torquay Town Dock infrastructure improvements, as set out in the submitted report, and that the Harbour budget will meet the additional borrowing costs, expected to be £115,500 per annum, from increased revenue, commencing in 2024/25; and
- ii) that the Torquay Town Dock Infrastructure Improvements Project be added to the Council's Capital Programme.

#### Reason for the Decision

If the deterioration in the Town Dock is allowed to continue it will impact on the income from the sale of Town Dock berths. Although the current infrastructure is still useable it could take three years to completely replace all the pontoons and more serious deterioration is likely to occur over this timescale, therefore the project needs to start as soon as possible to prevent having to close sections of the Town Dock and lose income.

#### Implementation

The recommendations of the Cabinet will be considered at the Council meeting on 30 September 2021.

#### Information

The current pontoons used for annual customer berthing on the Town Dock were installed in 2007. Some fourteen years later they are now exhibiting signs that they are coming to the end of their useful life. The piles are still in good condition but the steel work that make up the floating pontoon sections is corroded to an extent that they are starting to lose their structural integrity.

The Council was asked to support capital spend in order to carry out urgent and essential pontoon replacement and repair works to the Torquay Town Dock in order for project works to commence during the winter of 2021/22.

At the meeting Councillor Cowell proposed and Councillor Carter seconded a motion that was unanimously agreed by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

No other options were considered.

**Is this a Key Decision?**

No

**Does the call-in procedure apply?**

No

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

None.

**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Torbay Council Strategic Asset Management Plan 2021 ~ 2026

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That the draft Strategic Asset Management Plan 2021 ~ 2026, set out at Appendix 1 to the submitted report, be published for consultation as part of the consultation on the proposed budget for 2022 / 2023.

#### Reason for the Decision

It was intended that Torbay Council's Strategic Asset Management Plan will define the principles, criteria and processes through which decisions will be made regarding the use of Council assets.

#### Implementation

This decision will come into force immediately so as to commence the consultation process.

#### Information

The draft Strategic Asset Management Plan 2021 ~ 2026 sets out the Council's approach to the strategic management of its assets, how it will support service delivery, provide the Council with income and how it will fulfil its mission to support, enable and empower its residents, our communities, and our partnerships, promote growth and place shaping within Torbay; and deliver the Torbay Community and Corporate Plan 2019 ~ 2023 One Torbay: Working for all.

At the meeting Councillor Long proposed and Councillor Morey seconded a motion that was agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

There were no other options considered.

#### Is this a Key Decision?

Yes

#### Does the call-in procedure apply?

No

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

None.



**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Street Lighting Infrastructure Action Plan

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That the Street Lighting Action Plan as set out in Appendix 1 to the submitted report be noted and the Director of Place to work with the Cabinet Member for Infrastructure, Environment and Culture to continue to pursue future funding opportunities to improve the street lighting infrastructure across Torbay.

#### Reason for the Decision

The reasons for this decision are to ensure that the decision set out in ii) (Minute 217/06/21 refers) below is fulfilled:

- i) The contents of the report be noted and future updates requested to monitor progress;
- ii) The Director of Place work with Cabinet Member for Infrastructure, Environment and Culture to continue to pursue future funding opportunities to improve the street lighting infrastructure and the Director of Place to come back in September with a clear action plan to tackle any significant backlogs of works that need factoring into our future capital plans.

#### Implementation

This decision will come into force and may be implemented on Monday, 4 October 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

At a meeting of the Cabinet on 23 March 2021 it was agreed that 'In light of the issues arising from the murder of Sarah Everard, the Cabinet wanted to take the opportunity to review community safety within Torbay'. The Cabinet noted the report that was circulated prior to the meeting and requested that a further report be presented to Cabinet post the Community Safety Partnership meeting on 29 April 2021, with a clear action plan as to how the Council and the Community Safety Partnership will be progressing matters.

At the meeting of the Cabinet on 15<sup>th</sup> June 2021 the following actions were agreed:

- i) The contents of the report be noted and future updates requested to monitor progress;
- ii) The Director of Place work with Cabinet Member for Infrastructure, Environment and Culture to continue to pursue future funding opportunities to improve the street lighting infrastructure and the Director of Place to come back in September with a clear action plan to tackle any significant backlogs of works that need factoring into our future capital plans

The circulated report had therefore been produced to advise the Cabinet of the current position with respect to street lighting in Torbay.

At the meeting Councillor Morey proposed and Councillor Steve Darling seconded a motion that was unanimously agreed by the Cabinet, as set out above.

### **Alternative Options considered and rejected at the time of the decision**

The levels of Structural Maintenance Capital funding invested in lighting column replacements had been increased over recent years. However, this had not been sufficient to provide a significant improvement to the overall asset condition, and also further limited any available capital funding to invest in carriageway reconstruction and resurfacing works. It was therefore recommended that additional funding sources were considered for investment into column replacement.

### **Is this a Key Decision?**

No

### **Does the call-in procedure apply?**

Yes

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

None.

### **Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### LGA Remote Corporate Health Check Report and Action Plan

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

1. That the Local Government Association be thanked for undertaking the Remote Corporate Health Check and the resulting Remote Corporate Health Check Feedback Report (as set out at Appendix 1) be accepted;
2. That the LGA Remote Corporate Health Check Action Plan (as set out at Appendix 2) be approved; and
3. That the Audit Committee be requested to monitor the implementation of the action plan.

#### Reason for the Decision

The reasons for the decision are to make available the LGA's Remote Health Check Feedback Report and to ensure an action plan is in place to embrace the recommendations of the LGA.

#### Implementation

This decision will come into force and may be implemented on Monday, 4 October 2021 unless the call-in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

#### Information

The LGA provide councils with a variety of support through peer reviews. During the pandemic remote peer support was offered to councils to provide support and challenge to address COVID-19 related issues and broader challenges. This included the Remote Corporate Health-Check, which provided councils with a clear framework to consider key components that typically feature as part of a full corporate peer challenge covering, priority setting, place leadership, governance and capacity to deliver.

During May 2021, the LGA undertook a Remote Corporate Health-Check at the request of the Chief Executive. At the end of their review, the team provided feedback and made a number of recommendations, and a draft action plan had been prepared to respond to the LGA's recommendations to ensure the Council embraced the learning and feedback from the LGA's Corporate Health Check.

At the meeting Councillor Steve Darling proposed and Councillor Cowell seconded a motion that was agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

Not to accept the LGA Remote Corporate Health Check Feedback Report and resulting action plan – this was not recommended as implementation of the action plan would enable the

Council to continue to improve.

**Is this a Key Decision?**

No

**Does the call-in procedure apply?**

Yes

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

None.

**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Report of the Overview and Scrutiny Board - Budget Monitoring Quarter 1 - Christmas Parking Incentive

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That the Cabinet's response to the Overview and Scrutiny Board –Budget Monitoring Quarter 1 – Christmas Parking Incentive report be approved, as published.

#### Reason for the Decision

The Cabinet was required to respond to the findings of the review undertaken by the Overview and Scrutiny Board.

#### Implementation

This decision will come into force and may be implemented on 4 October 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

The Cabinet received the report of the Overview and Scrutiny Board on the Budget Outturn Monitoring 2020/21 – Quarter Four. In accordance with section D7 of Standing Orders – Overview and Scrutiny as set out in the Constitution, the Cabinet was required to respond to the recommendations of the Overview and Scrutiny Board within two months.

Subsequently the Cabinet prepared a response to the recommendations of the Overview and Scrutiny Board which was proposed by Councillor Cowell and seconded by Councillor Long and agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

No alternative options were considered.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.

**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Member Champion Annual Report - Armed Forces

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That the targets for the Armed Forces Member Champion set out in the submitted report be approved.

#### Reason for the Decision

The review the previous activity of the Armed Forces Member Champion and to approve targets for the next 12 months.

#### Implementation

This decision will come into force and may be implemented on 4 October 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

In 2019 the Cabinet appointed a number of Member Champions. Member champions are elected members who act as an advocate or spokesperson for a specific area of the Council's business. The main responsibility of each member champion is to encourage communication and positive action over the issue they represent. The Armed Forces Member Champion was requested to provide an update on the activities they have undertaken over the last 12 months and set out targets for the next 12 months.

At the meeting Councillor Steve Darling proposed and Councillor Cowell seconded a motion that was agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

An alternative option would have been to propose different targets.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.



**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Member Champion Annual Report - Domestic Abuse and Sexual Violence

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

That the targets for the Domestic Abuse and Sexual Violence Member Champion as set out in the submitted report be approved.

#### Reason for the Decision

The review the previous activity of the Armed Forces Member Champion and to approve targets for the next 12 months.

#### Implementation

This decision will come into force and may be implemented on 4 October 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

In 2019 the Cabinet appointed a number of Member Champions. Member champions are elected members who act as an advocate or spokesperson for a specific area of the Council's business. The main responsibility of each member champion is to encourage communication and positive action over the issue they represent. The Domestic Abuse and Sexual Violence Member Champion was requested to provide an update on the activities they have undertaken over the last 12 months and set out targets for the next 12 months.

At the meeting Councillor Steve Darling proposed and Councillor Cowell seconded a motion that was agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

An alternative option would have been to propose different targets.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.

**Published**

24 September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

## Record of Decisions

### Purchase of Employment Land

#### Decision Taker

Cabinet on 21 September 2021.

#### Decision

1. That delegated authority be given to the S151 officer, in consultation with the Cabinet Members for Finance, Regeneration, Housing and Tourism, that once a business case has been presented to him that meets the Growth Fund criteria, to authorise allocation from the Growth Fund an amount equal to the negotiated price as set out in exempt appendix 1, in order to acquire Wilkin's Drive employment site.
2. TDA to be instructed to market the site and develop a scheme that is aimed at businesses above business rate threshold.

#### Reason for the Decision

The reasons for the decision are to:

- Ensure Torbay's employment land is protected and used for its intended purpose as set out in the Local Plan and support job growth.
- Ensure Torbay has adequate supply of employment land to accommodate local growth and inward investment.

#### Implementation

This decision will come into force and may be implemented on 4 October 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

In 2017 the Council agreed to acquire land at Wilkin's Drive, Paignton, to enable the building of a school, subject to Education and Skills Funding Agency approval of the site, and subsequent funding. However, the way government assessed pupil need had changed meaning Paignton was no longer a priority area and therefore not likely to receive funding for a school. As a result, the original Council decision was null and void, however the proposal to support the acquisition should be pursued, through the Growth Fund, for land at Wilkin's Drive, Paignton, for employment use. Business support activity undertaken by Torbay Economic Development Company Limited (trading as TDA) had shown that demand for employment land/accommodation from Torbay's growing businesses as well as inward investment enquiries outstripped supply. As a result, acquiring Wilkin's Drive is essential to accommodate this growth.

At the meeting Councillor Long proposed and Councillor Cowell seconded a motion that was agreed unanimously by the Cabinet, as set out above.

#### Alternative Options considered and rejected at the time of the decision

Two options were considered:

- To acquire the site as set out in the submitted report and realise the economic benefits, whilst recognising there are some financial risks.
- To not acquire the site. This option did not present a financial risk to the Council but could present economic risks as the landowners had indicated that they might seek a change of use.

**Is this a Key Decision?**

No – Reference Number: I085142

**Does the call-in procedure apply?**

Yes

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

None.

**Published**

September 2021

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Leader of Torbay Council on behalf of the Cabinet

**Meeting:** Informal Cabinet      **Date:** 5<sup>th</sup> October 2021

**Wards affected:** All

**Report Title:** Domestic Abuse Act – Safe Accommodation Strategy

**When does the decision need to be implemented?** Immediately

**Cabinet Member Contact Details:** Christine Carter, Cabinet Member Corporate and Customer Services christine.carter@torbay.gov.uk

**Director/Assistant Director Contact Details:** Tara Harris, Assistant Director Community and Customer Services tara.harris@torbay.gov.uk

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## 1. Purpose of Report

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- 1.1 This report and accompanying presentation provide the Cabinet with an outline of the emerging findings of the Safe Accommodation Needs Assessment that is required under the Domestic Abuse Act 2021; and the draft Safe Accommodation Strategy action plan resulting from the recommendations of the Needs Assessment.
- 1.2 This report also provides an update on the progress of work relating to sexual violence and the safety of women and girls in Torbay, following the outcomes of the Sarah Everard murder.

### Background

- 1.3 The Domestic Abuse Act 2021 requires Tier 1 Authorities to undertake an assessment of the support need of victims of domestic violence and their children in safe accommodation.
- 1.4 A Safe Accommodation Strategy must be produced by 31<sup>st</sup> October 2021 outlining how the needs identified in the assessment will be met.
- 1.5 The Safe Accommodation Duty commences on 1<sup>st</sup> October 2021.
- 1.6 The Needs Assessment has been undertaken as part of a wider review of domestic abuse in Torbay, that will inform the new DASV Strategy to be produced next year.
- 1.7 Due to the Department of Levelling Up, Housing and Communities (DLUHC) deadline for the submission of the Strategy, consultation on the draft Strategy has been necessarily

limited to the statutory partners attending DASV Executive and Operations Groups. The draft Strategy will require some updating once the full strategic review has been completed. It is therefore proposed that the current ongoing governance processes are to seek approval for the direction of travel and that full and robust consultation on the Safe Accommodation Strategy will take place as part of the consultation for the new DASV Strategy.

## **Headline Findings from the Safe Accommodation Needs Assessment**

1.8 Prevalence and visibility of domestic violence victims approaching the current safe accommodation service (Torbay Domestic Abuse Service) does not match the local demographic profile

1.9 Low numbers of people with disabilities, older people and people with specific or intersecting/complex needs are accessing safe accommodation in Torbay

1.10 Consistency and quality of data recording has been highlighted as an issue across agencies

1.11 The needs assessment captures the voices of 25 people with lived experience in Torbay, many of whom reflected on the challenges they experienced in seeking accommodation (either temporary or permanent) and the impact this had upon them and their children.

1.12 The current model of dispersed accommodation units as opposed to a refuge is seen to be favourable. Torbay has adequate capacity however more units are required due to the local housing situation and the changes brought in by the DAA21 with regard to cross border referrals.

## **The Safe Accommodation Strategy**

1.13 The Strategy sections represent different parts of a victim's journey to safety:

- Finding a safe place to stay
- Getting support for victims and their children in safe accommodation
- Moving on to a permanent home

1.14 Each section then describes what there is in Torbay, how it is experienced by victim survivors and what is needed, missing or could be better, as described by those who have used services.

1.15 The recommendations follow the same headings and include:

- Adoption of elements of The Whole Housing Approach (a toolkit of housing related interventions related to domestic abuse including preventing the need to access safe accommodation, and housing options)
- A safe accommodation pathway including improving information and communications to victim survivors
- Increasing the capacity of safe accommodation (by expanding existing provision within TDAS by a minimum of 7 additional units)
- Improving the accessibility of safe accommodation

- Ensuring all staff working with victims of domestic abuse have appropriate skills and training and understand the new legal requirements
- Suggestions for options that would benefit Torbay but would need to be undertaken in collaboration with other Peninsula Authorities

## 2. Reason for Proposal and its benefits

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We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

- 2.1 The proposals in this report help us to deliver this ambition by Building Safer Communities and specifically enabling Torbay Council to work with partners to tackle domestic abuse and sexual violence and its effects
- 2.2 The reasons for the decision are to enable the Council to meet its statutory responsibilities under the DA Act 2021 and protect Torbay's victim of domestic abuse from harm.

## 3. Sexual Violence and Safety Update

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3.1 Safer Communities Torbay, the police and OPCC are in advanced discussions, soon to be finalised, regarding funding being made available by the OPCC to contribute to the widening of Torbay's CCTV infrastructure and upgrading of street lighting around the Torquay Town Centre area. This funding would also cover some community based crime reduction measures. We would anticipate the CCTV and street lighting work to be completed by the start of Spring of 2022.

3.2 Torbay, along with our Peninsula partners Devon, Plymouth and Cornwall Councils, Devon and Cornwall Clinical Commissioning Groups and the Office of the Police and Crime Commissioner have been named the first NHS England Pathfinder for Adult Victims and Survivors of Sexual Assault and Abuse with Complex Trauma Related Mental Health Needs. This comes with a substantial funding of nearly £1m over three years, to test and develop new ways to increase access to skilled professionals responding to the mental health needs of adult victims and survivors experiencing complex trauma resulting from sexual violence.

3.3 The Pathfinder allows us to take forward many activities identified from our joint work with the Innovation Unit over the last year. In addition, we have held a further successful engagement event with various stakeholders that has resulted in several workstreams that will be taken forward to test new approaches. These workstreams relate to:



- supporting disclosure of sexual violence and abuse in communities
- raising awareness in early years settings and schools
- awareness raising campaign to address the silence and stigma surrounding sexual violence and abuse, and
- operation no waiting – to tackle waiting lists for sexual violence support services

The workstreams will align with and/or complement existing good practice and ongoing programmes of work (for example in education) to avoid duplication.

3.4 The Domestic Abuse and Sexual Violence Executive Group is actively considering whether to develop a specific Sexual Violence Strategy as the current Domestic Abuse and Sexual Violence Strategy ends in 2022. This would ensure more focussed attention on identifying and addressing sexual violence and the safety of women and girls in Torbay and enable clearer oversight of activities and interventions. This will be crucial considering the amount of scrutiny that the Sarah Everard case has generated; including the End to End Rape Review, the Ofsted thematic report into the sexual harassment of girls in education settings; and the recent report on the effectiveness of the Police in tackling violence against women and girls. We can expect more of the same as the enquiry into the Sarah Everard case continues.

3.5 Torbay Council is seeking to renew its White Ribbon Campaign Accreditation that expired in 2020. The White Ribbon Campaign seeks to engage and facilitate men speaking out about violence against women and girls with a view to ending it. In doing so we aim to recognise, amplify and facilitate the role men can play in challenging violence perpetrated by men.

## 4. Recommendation(s) / Proposed Decision

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- 4.1. That the outline commissioning and action plan is approved in principle as set out at Appendix 1
- 4.2. That full consultation on the Safe Accommodation Strategy and action plan is undertaken as part of the consultation on the new DASV Strategy. A wider DA Needs Assessment has been commissioned alongside the production of the Safe Accommodation Strategy Needs Assessment, these will inform and enable the production of a new Strategy for Domestic Abuse in Torbay. This new DASV Strategy will involve a full consultation process and therefore come back to Cabinet as will form part of the Council's governance framework. Hence why at this stage it is recommended to approve this direction of travel ahead of full consultation next year.
- 4.3 That the progress on work to protect the safety of women and girls and to address sexual violence is noted and that the Council fully support not just the White Ribbon accreditation process, but encourage Officers and Councillors alike to become White Ribbon Ambassadors (men) or Champions (women).



# Safe Accommodation Strategy: DRAFT Commissioning and Action Plan

## “Ensuring victim survivors and their children are safe and supported to recover and thrive”

Recommendations		Action Owner(s)	Year 1 (21/22)	Year 2 (22/23)	Year 3 (23/24)
<b>Finding a Safe Space to Stay</b>					
FSS1	Torbay Council and Registered Providers adopt Domestic Abuse Housing Alliance accreditation to ensure policies and procedures are in place to support early identification of DVA and interventions to avoid the victim needing to access safe accommodation		Part of wider DVA Strategy		
FSS2	Explore interventions such as management transfers or the removal of the person displaying harmful behaviour to prevent the need for victims and their children to access safe accommodation (see The Whole Housing Approach).		Part of wider DVA Strategy		
FSS3	General increase in safe space capacity to minimum 19 units to account for current housing landscape and withdrawal of local connection criteria.	SB/TDAS	7 new DA Temp Accom units in pipeline		Part of MCN Service design
FSS4	Increase safe space capacity for people with a disability and single people including younger adults, including units with mobility access (in partnership with Adult Social Care).	SB & ASC	Work with Peninsula to review no of mobility units		
FSS5	Review pathways and affordability of crisis safe accommodation for young people aged 16 and over who may be in low paid employment	DASVOG	To be tasked		
FSS6	Review length of stay in safe houses (balancing sufficient time to engage in support, not silting up, and use of outreach and resettlement staff to support once moved on).	SB		Review once new units and workers are embedded	Consider as part of MCN service design
FSS7	Develop framework of specialist DVA safe accommodation to call off as required for additional capacity	Hsg/Proc/SB	As part of wider TA procurement, include mobility access		

<b>FSS8</b>	Specialist support to address the needs of minority groups should be considered, for example LGBT+.	DASVEG	TDAS hosting regional LGBT+IDVA post	Learning from LGBT+ IDVA and other specialised roles across region	
<b>FSS9</b>	Develop Safe Accommodation pathway that is simple and clearly publicised, consider single access point	DASVOG	Interim pathway To be tasked	Align with regional pathways	Consider alongside MCN service design
<b>FSS10</b>	Address wider accessibility issues with specific focus on addressing cultural and societal stigma around domestic violence and abuse		Action for wider DVA strategy		
<b>FSS11</b>	Targeted information about the service that is available to practitioners	TDAS	To be tasked		
<b>FSS12</b>	More information for victim survivors about what to expect – developed by and for	TDAS & Hsg	Safe Accommodation workers to be tasked once in post		
<b>FSS13</b>	Robust demographic data collection from homelessness and safe accommodation applicants, particularly around ethnicity, disability and sexual orientation to ensure true levels of need are evidenced. Identify common datasets that can be used across the system	DASVEG	To be tasked. MARAC system will contribute in part. LGBT IDVA and Sexual Health IDVA roles to contribute.	To be tasked	To be included in MCN reporting as agreed by Alliance
<b>FSS14</b>	Consider co-location of DVA staff within Housing Options team to support assessment of DVA homelessness presentations and develop preventative safe accommodation options for DVA victims as described in the Whole Housing Approach.	TH/S}@B	2x FTE Safe accommodation workers to be co-located with Hsg Options	Review if further co-location required	
<b>FSS15</b>	Review consistency in respect of DHC banding decisions	TH	To be tasked		
<b>FSS16</b>	MCN Alliance to take account to voices of lived experience in designing services that meet intersectional needs	MCN commissioners	Included in MCN service specification	Part of MCN service design	Part of MCN service delivery and oversight

FSS17	Ensure all staff working with victims of domestic violence and abuse understand the requirements of the DAA 21 and follow the updated Homelessness Code of Guidance in respect of assessing domestic violence presentations.	DASVEG	To be tasked	Refresher programme to be put in place	
FSS18	All staff working with victims of domestic violence and abuse receive training in trauma informed approaches and skills that better support victims with more complex needs	DASVEG	TIA training programme in progress across agencies	Part of MCN requirements	Part of MCN requirements
<b>Support in Safe Accommodation</b>					
SSA1	Ensure age appropriate programmes of support in safe accommodation all age ranges	SB	To be reviewed		
SSA2	Ensure other agencies and practitioners understand the referral processes for support for CYP in safe accommodation	DASVOG	To be tasked		
SSA3	Ensure group work and peer support is included in domestic abuse service offer	SB/TDAS	ongoing		
SSA4	Develop community based emotional wellbeing support for victim survivors in the safe houses.	TDAS/Standing Tall	Ongoing		
SSA5	Commissioners encourage service providers to collaborate closely with the third sector to identify community groups and activities to facilitate peer support and networking for those who do not meet the thresholds for clinical support	SB/DASVOG	Ongoing Standing Tall Community Strategy in development		
SSA6	Availability of peer support networks that meet survivor needs	TDAS and Standing Tall	ongoing		
<b>Moving On to a Permanent Home</b>					
FPH1	Better communications and information around move on	TDAS/Hsg	Safe Accommodation workers to be tasked once in post		
FPH2	Provision of resettlement support for those moving on from safe accommodation and ongoing for a period after move on to prevent re-victimisation.	TDAS	2 x FTE posts being recruited Sept/Oct 21		

<b>FPH3</b>	Establish move on grants from a flexible funding pot (Whole Housing Approach) to facilitate timely move on and avoid “silting up” of safe accommodation, enabling victim survivors experiencing financial barriers to access safe accommodation.	SB/TDAS/Hsg	To be tasked - Protocol to be agreed Funding identified in New Burdens monies		
<b>FPH4</b>	Consider a guarantor system for victims of domestic abuse to facilitate access to the private sector.		Part of broader systemic approach in addressing homelessness through working with the private rented sector.		
<b>FPH5</b>	Establish affordable move on pathways for young people who are in low paid work and not be eligible for benefits	Housing and Children’s	To be tasked Strategic link to edge of care and homelessness strategies		
<b>FPH6</b>	Peninsula wide or local operational partnership that includes expert advisers in domestic abuse, housing, financial and legal matters to help victims navigate complex economic barriers to access safe accommodation.	SB or Peninsula Commissioners Group	Link to wider DVA Strategy. Potential role for CVS.		


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**Regional Priorities**

<b>RP1</b>	Develop cross border referral pathways and processes	Peninsula Commissioners Group	Peninsula Co-ordinator appointed	Regional plan to be agreed	
<b>RP2</b>	Raise awareness of DAA21 requirements	Peninsula Commissioners Group	Peninsula Co-ordinator appointed		
<b>RP3</b>	Peninsula referral coordination function for refuge/safe accommodation across the region for agencies that operate across the footprint	Peninsula Commissioners Group	Peninsula Co-ordinator pathway mapping	Develop prototype/pilot	
<b>RP4</b>	Development of regional datasets	Peninsula Commissioners Group	Peninsula Co-ordinator appointed	Regional plan to be agreed	

RP5	Peninsula managed reciprocals agreement and protocols	Peninsula Commissioners Group	Peninsula Co-ordinator appointed	Regional plan to be agreed	
RP6	Peninsula safe accommodation joint commissioning plan for specialist requirements and by and for services	Peninsula Commissioners Group	To commence once all Peninsula SA NAs complete		
RP7	Addressing quality issues and disparities between different types of safe accommodation across the Peninsula	Peninsula Commissioners Group		Regional plan to be agreed. Include DAC Office regional lead.	

**Partnership Board Actions**

PB1	Ensure Safe Accommodation priorities are reflected and to the wider DVA Strategy and other connected strategies and strategic plans.	DASVEG	
PB2	Hold partner agencies to account in considering joint commissioning options and opportunities to pool budgets to achieve strategic outcomes	DASVEG	
PB3	Ensure compliance with recommended quality standards in current and current and future commissioned services	DASVEG	
PB4	Ensure compliance with requirements of Part 4 DAA21	DASVEG	

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**Meeting:** Informal Cabinet      **Date:** 5 October 2021

**Wards affected:** Tormohun

**Report Title:** Torre Abbey Development Foundation Proposal

**When does the decision need to be implemented?** November 2021

**Cabinet Member Contact Details:** Mike Morey, Cabinet Member for Infrastructure, Environment and Culture, [mike.morey@torbay.gov.uk](mailto:mike.morey@torbay.gov.uk)

**Director/Assistant Director Contact Details:** Kevin Mowat, Director of Place, [kevin.mowat@torbay.gov.uk](mailto:kevin.mowat@torbay.gov.uk)

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## 1. Purpose of Report

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- 1.1 To request permission for the foundation of an independent Development Foundation with charitable status to support Torre Abbey. The governance and operating model of Torre Abbey will not change. The asset will remain under the care and management of Torbay Council. This Development Foundation will simply raise funds to support the asset.
- 1.2 Since the Global Pandemic grant funding has become even more competitive and necessary. With many funding pots being oversubscribed and only available to charities Torre Abbey has been very limited as to those that can be applied for. A Development Foundation would open up the opportunity for Torre Abbey to apply to a wider range of funds and to make use of the government Gift Aid scheme. A Development Foundation would also change funder and donor perception.
- 1.3 Anticipated outcomes are:
  - Securing funding for Torre Abbey to complete the package of works which were formally known as Phase III.
  - Financially support future works and projects as required.
  - Increase revenue by using the government Gift Aid scheme for memberships and small donations. This would gain an additional £4.50 for each adult membership sold with no cost to Torbay Council or the customer.



- Cover 75% of the cost of employing a dedicated fundraising officer within 3 years. The remaining 25% will be self-funding via successful grant applications.

## 2. Reason for Proposal and its benefits

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We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

- 2.1 The proposals in this report help us to deliver this ambition by enabling the setup of a new charity which will attract funding for Torre Abbey supporting conservation and preservation of our most important heritage asset (as identified in the Heritage Strategy). Funding will also enable Torre Abbey to undertake a wider range of community exhibitions, events, and activities for the health wellbeing benefit of the local community. More volunteering opportunities will be available and funded projects will raise the profile of Torre Abbey as a haven for locals and visitors alike. Additional revenue through Gift Aid will support a council fit for the future. The packages of work will support a thriving economy through procuring local suppliers and contractors. Increased visitors to Torre Abbey will boost the local Tourism economy. Jobs will be created as business grows as a result of additional funding attracted and local artists and other creatives will be commissioned. All projects supported by the Development Foundation will take into account the climate change emergency and those linked to capital works will support decarbonisation. Much of this work already happens at Torre Abbey however additional funding secured through the Development Foundation will allow this to be increased to greater benefit.
- 2.2 The reasons for the decision are permission is required for Officer time and start-up costs for the Development Foundation.

### 3. Recommendation(s) / Proposed Decision

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1. That development of a Development Foundation for Torre Abbey be approved
2. That the Director of Place be delegated authority to establish a Memorandum of Understanding between the Council and the Foundation, in consultation with the Cabinet Member for Infrastructure, Environment and Culture and the Monitoring Officer.

#### **Appendices**

Appendix 1: Development Foundation Proposal,

Appendix 2: External Consultant Report

#### **Background Documents**

<https://www.torre-abbey.org.uk/>

<https://www.gov.uk/guidance/charity-commission-guidance>

<https://www.gov.uk/government/publications/charities-detailed-guidance-notes/chapter-3-gift-aid>

<https://www.theboxplymouth.com/support-us>

<https://rammuseum.org.uk/support-us/become-a-patron/ramm-development-trust/>

### 1. Introduction

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- 1.1 Torre Abbey is Torbay's most historic building complex dating from 1196. An ancient scheduled monument set within 17.8 acres of gardens and parkland. It's an accredited museum owned by Torbay Council, home to a regionally important collection it's been a centre of religious and artistic expression and hospitality for 800 years.
- 1.2 Currently Torre Abbey is a loss-making asset and a non-statutory service. The Development Foundation will secure additional funding relieving pressure on Council budgets and enable Torre Abbey to move towards becoming a financially sustainable asset. Torre Abbey and Torbay Council would still apply for large grants and potentially some smaller grants where it is of benefit or limited to Council applications for example Museums Estate Development Fund. This is likely to be from funders such as Arts Council England, National Lottery Heritage Fund and funds administered or provided by Central Government for Local Authority's
- 1.3 Torre Abbey is currently supported by the Friends of Torre Abbey group (FOTA), this is a long standing important and valued relationship which has supported Phase I & II along with many smaller conservation-based projects. FOTA continues to support smaller conservation projects and collection acquisitions.
- 1.4 Since the Global Pandemic grant funding has become even more competitive and necessary. With many funding pots being oversubscribed and only available to charities Torre Abbey has been very limited as to those that can be applied for, **Error! Reference source not found.** shows funders available as a local authority and those only open to charities. It is also noted that many funders, who although technically eligible to be applied to by Torbay Council, give a lower priority to Local Authority's as they are not perceived as being at high risk if funding is not given (there is a perception the Local Authority will always underwrite and support their assets).
- 1.5 The cost benefits of the proposal are:
  - Access to grants currently not available to Local Authorities
  - Increased revenue from memberships i.e. and additional £0.25 in the pound which equates to £4.50 per adult membership
  - Take advantage of the Gift Aid Small Donations Scheme which allows charities to claim up to £2000 on £8000 of donations per annum. This does not require individuals to give consent or provide contact details and so can be claimed on the full amount of cash donations up to £8000.
  - Access to legacy donations (gifts from Wills) as donor perception is more likely to give to a charity directly benefiting Torre Abbey rather than a Local Authority.

## 2. Options under consideration

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- 2.1 Option 1: Stay as is – this is not feasible as Torre Abbey needs to increase the funding it receives to pay for essential maintenance work and a variety of projects.
- 2.2 Option 2: Request Support from Friends of Torre Abbey (FOTA) – FOTA have confirmed they are unable to undertake the level of funding bids required to be submitted by a charitable arm and do not wish to supply gift aid support.

## 3. Financial Opportunities and Implications

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- 3.1 The initial set up costs for the Development Foundation would be approximately £5150 (a break down of these costs can be seen in the Start-up Funding section of the Development Foundation proposal document.
- 3.2 Ongoing costs will include supporting the Development Foundation with administration and accounting though in kind services from Torbay Council Officers.
- 3.3 Martin Phillips is aware of this proposal alongside the report from the external Consultant Andrew Hardingham, Trustee of the Box Foundation and has indicated his support in principle.
- 3.4 The cost benefits of this proposal are outlined in Introduction section 1.5 above.

## 4. Legal Implications

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- 4.1 There no legal implications to Torbay Council for this proposal. Once set up the Development Foundation will be an independent Charity.
- 4.2 The governance and operating model of Torre Abbey will not change. The asset will remain under the care and management of Torbay Council. This Development Trust will simply raise funds to support the asset.
- 4.3 A memorandum of understanding will be drawn up between Torbay Council and the Development Foundation to secure agreement on ways of working together and objectives.

## 5. Engagement and Consultation

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- 5.1 We know from the current level of donations direct to Torre Abbey and support to FOTA that there is a desire from both visitors and the local community to support Torre Abbey.
- 5.2 It is common practice for museums, including those Local Authority owned, to have a Development Foundation to support their fundraising ambitions. As part of this process we have consulted with a number of museums and interested parties.

## 6. Purchasing or Hiring of Goods and/or Services

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- 6.1 No goods or services will be procured as part of this proposal.

## 7. Tackling Climate Change

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- 7.1 The Development Foundation proposal in itself will have no climate change implications however projects carried out as a result of successful fundraising will support positive changes to the climate change agenda.

## 8. Associated Risks

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- 8.1 If this proposal is not accepted Torre Abbey will continue to be unable to access numerous funding pots which are only available to charities and will be unable to gain the other financial benefits including Gift Aid.

## 9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

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The Development Foundation will not in itself directly impact any of the below groups but will be used to fundraise to support Torre Abbey's creative, diverse annual programming, some examples are given below. The groups worked with will change depending on the programming themes.

The initial recruitment of trustees will aim to be as diverse as possible however once the initial setup is completed Torbay Council will no longer be able to influence future recruitment.

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	Additional funding secured will enable greater community engagement projects such as increasing our 'ageing well sessions'		
People with caring Responsibilities	Additional funding secured will enable greater community engagement projects		
People with a disability	Additional funding secured will enable greater community engagement projects		
Women or men	Additional funding secured will enable greater community engagement projects		
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	Additional funding secured will enable greater community engagement projects such as our projects with Channing's Wood and Black History projects		
Religion or belief (including lack of belief)			We are unlikely to engage further with religion than we already do as a result of the Development Foundation
People who are lesbian, gay or bisexual	Additional funding secured will enable greater community engagement projects such as our projects with Into the Mix		
People who are transgendered	Additional funding secured will enable greater community engagement projects such as our projects with Into the Mix		

People who are in a marriage or civil partnership			We are unlikely to engage further with religion than we already do as a result of the Development Foundation
Women who are pregnant / on maternity leave			We are unlikely to engage further with religion than we already do as a result of the Development Foundation
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Additional funding secured will enable greater community engagement projects		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Additional funding secured will enable greater community engagement projects such as Torbay Connecting Actively in Nature		

## 10. Cumulative Council Impact

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10.1 None

## 11. Cumulative Community Impacts

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11.1 None

# TorreAbbey

## Torre Abbey Development Foundation Proposal

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## Mission Statement

### TorreAbbey

Torre Abbey is Torbay's most historic building, an ancient scheduled monument dating back to 1196 set within 17.8 acres of gardens and parkland. The site has been in the care of Torbay Council since 1930. Our aim is for Torre Abbey to be a household name across the region, to facilitate a better understanding of the building and its important collection and to be a centre for learning, creativity and culture and relevant to the local community and visitors to the area.

[www.torre-abbey.org.uk](http://www.torre-abbey.org.uk)

## Purpose and scope

This proposal is a practical resource to support the implementation of a Development Foundation for Torre Abbey.

**A Development Foundation is a 'charitable Foundation established to receive private and corporate gifts, as well as to be a conduit for grants from charitable trusts and foundations or funding routes for which the parent organisation would normally be ineligible'.**

The proposal has been developed based on a review of literature and web-based research, discussions with the Box Foundation and RAMM Development Trust and updated following guidance and information from Torbay Council's Senior Leadership Team and an external consultant.

## Context and Background

Since the Global Pandemic grant funding has become even more competitive and necessary.

With many funding pots being oversubscribed and only available to charities Torre Abbey has very limited as to those that can be applied for,

Appendix 1 – List of potential funders shows funders available as a local authority and those only open to charities. This list is dynamic and will change when new fund become available and other funds close. It is also noted that many funders, who although technically eligible to be applied to by Torbay Council, give a lower priority to Local Authority's as they are not perceived as being at high risk if funding is not given (there is a perception the Local Authority will always underwrite and support their assets).

A Development Foundation would open up the opportunity for Torre Abbey to apply to a wider range of funds and to make use of Gift Aid. A Development Foundation would also change funder and donor perception.

Torre Abbey is currently supported by the Friends of Torre Abbey group (FOTA), this is a long standing important and valued relationship which has supported Phase I & II along with many smaller conservation-based projects. FOTA continues to support smaller conservation projects and collection acquisitions as well as committing to raising circa £70,000 for Phase III if we are successful in our grant application. Whilst this support is very valuable and gratefully received, under FOTA's constitution their focus is collection care, conservation and acquisition.

Currently Torre Abbey is a loss making asset and a non-statutory service. The ability to secure additional funding would relieve pressure on Council budgets and enable Torre Abbey to move towards becoming a financially sustainable asset. Torre Abbey and Torbay Council would still apply for large grants and potentially some smaller grants where it is of benefit or limited to Council applications for example Museums Estate Development Fund. This is likely to be from funders such as Arts Council England, National Lottery Heritage Fund and funds administers or provided by Central Government for Local Authority's

## About Development Foundation's

### What are Development Foundations?

The definition of Development Foundation is a 'charitable Foundation established to receive private and corporate gifts, as well as to be a conduit for grants from charitable Foundations and foundations or funding routes for which the parent organisation would normally be ineligible'.

In practice, Development Foundations sit alongside the body for which they are fundraising (for example, a local authority) so are different from a charitable Foundation whose purpose is to deliver the service itself.

Development Foundations need to be part of a mature fundraising strategy, and are not currently widespread across the heritage sector in the UK. Torre Abbey has a fundraising strategy.

The objectives of the Development Foundation will to be designed to complement Torre Abbey and its existing fundraising activities and capacities. Careful definition of the role and objectives of the Development Foundation will ensure it is not duplicating effort, conflicting with other fundraising

work or doing work that can be more effectively delivered in another way. A memorandum of understanding will be put in place at the setup of the Foundation. An example of this can be seen in

## Appendix 2 – Example Memorandum of Understanding

### How do Development Foundations support fundraising?

In general terms the main advantages of setting up a Development Foundation are:

- Eligibility for funding sources whose criteria restrict grant-giving to ‘charities’
- Enabling peer to peer giving
- Providing potential donors with reassurance regarding governance and financial probity via charitable status.
- Tax relief exemptions and use of Gift Aid

Other heritage Development Foundations have been used to:

- Provide a mechanism for applying to Foundations and foundations
- Spear-heading capital campaigns
- Encouraging individual giving
- Supporting corporate giving
- Providing mechanism for fundraising across a range of cultural services

Fundraising sources and techniques which might be used by the Development Foundation include:

- Funding bid applications
- Corporate and individual giving
- Peer-to-peer giving
- *Friendraising* and networking (through existing contacts)
- Trustees as donors
- Fundraising/cultivation events

The charitable objectives of Development Foundations are often fairly broadly described to enable them to meet the requirements of charitable status and to allow flexibility in supporting services in the long term. For example, they may refer to ‘the advancement’ of ‘the education of the public’ and to the ‘support of’ culture. Therefore it is crucial that Foundations have their specific objectives articulated in a strategic business plan to drive their short and medium term fundraising support, and that these fit with the particular circumstances of Torre Abbey’s fundraising strategy.

Some examples of other development Foundations already in operation can be seen on the following websites:

- Royal Albert Memorial Museum – <https://rammuseum.org.uk/support-us/become-a-patron/ramm-development-trust/>

- Manchester Galleries – <https://manchesterartgallery.org/support-us/>
- The Box - <https://www.theboxplymouth.com/support-us>
- Bristol Museums - <https://www.bristolmuseums.org.uk/support/>

### Proposed Fundraising Structure

Torre Abbey will remain a wholly council owned and controlled asset. The staff will continue to be employed by Torbay Council and will follow all relevant Torbay Council processes and policies. **There is no proposed change in governance or operating model.**

It is proposed that Torre Abbey adopts the below arrangement for its fundraising activities:

- Torre Abbey: lead on non-charitable status required grant applications such as to National Lottery Heritage Fund and Arts Council England.
- Development Foundation: target corporate sponsorship, apply for charitable status grant applications (in consultation with Torre Abbey), and manage onsite donations, small scale fund raising and gift aid. Manage high value individual donations and legacies. 1196 membership payments will be received via the development Foundation to enable gift aid.
- FOTA: A consultation will be undertaken with FOTA to discuss how they wish to support Torre Abbey in the future alongside the Development Foundation.

Torre Abbey would have a Memorandum of Understanding with the Development Foundation, although not a legally binding agreement it will clearly outline the way the two organisations will work together which will safeguard an effective professional relationship as staff and trustee’s change over time. It will also ensure we are striving towards common goals and ensure that Torbay Council doesn’t lose any control over the direction of travel of the Development Foundation. A draft of what this could look like can be seen in

Appendix 2 – Example Memorandum of Understanding. This would be checked and agreed by all of the relevant officers including legal prior to being issued and signed.

### How can a Development Foundation support Torre Abbey?

It is really important that the Development Foundation identifies its unique fundraising appeal. The Development Foundation would need to articulate why donors should give to Torre Abbey, rather than the another museum, library or any other charitable cause.

As an example specific related projects that Development Foundations at other museums have successfully fundraised for include:

- Conservation programmes or equipment
- Cataloguing of collections
- Enhancement of display or exhibition areas
- Support exhibitions and programmes
- Community programmes
- Volunteering programmes
- Capital works

Identifying tangible outcomes is attractive to potential donors, and allows the Development Foundation and Torre Abbey to build a strong relationship with them by providing progress updates, invitations to key events, inclusion in press releases and media coverage, and naming rights – such as on rooms in new buildings, or plaques in entrance halls.

Capital developments are especially powerful ways of engaging donors, due to their prominence, permanence and level of media interest.

The initial ask for fundraising from the Development Foundation is likely to be focused on the following,

- Essential capital repair and building works
- Backlog of conservation projects
- Match funding for various packages of work required
- Swan gate restoration
- Garden related projects

For more detail on funding requirements please refer to the Torre Abbey's Fundraising Strategy and Full Package Proposal.

## Charitable and Tax Status

An essential characteristic of a Development Foundation will be that it has charitable status. Setting up and running a Development Foundation as a charity does entail additional work, however it brings some advantages:

- It will be eligible to apply for funding from sources restricted to charitable bodies
- It can apply to HMRC for tax relief even if it earns under £5000 (and receive an HMRC charity number).
- Income is exempt from Income Tax and Corporation Tax provided that the money is used for charitable purposes only.
- It can reclaim tax on the 'gross' equivalent of donations through Gift Aid. This currently means that for every £1 donated, charities can claim an extra 25 pence
- Charitable status provides assurance to donors that the Development Foundation is properly managed and regulated.

## Key Considerations

### Charity Commission framework options:

It is proposed the Development Foundation would be set up as a **foundation CIO without wider membership**. For this Torre Abbey must:

- Have a constitution as the governing document – use the Charity Commission’s model foundation CIO constitution (or stay very close to it)
- Register the CIO with the Charity commission for it to legally come into existence
- Keep a register of its trustees (who are also the members)
- Send its accounts and annual return to the commission each year, regardless of its income

More information on charity structures can be seen at [www.gov.uk/set-up-a-charity](http://www.gov.uk/set-up-a-charity)

## Long term sustainability

Evidence from existing Development Foundations shows that they are most commonly set up as part of a major capital campaign, when a service is seeking funding for a new building or major refurbishment. This has advantages in creating a focus and momentum for fundraising and there are many potential opportunities for combining publicity around the construction and opening of the building with asking for funding support. However, this does mean that once a new building has successfully opened there is the risk of mission drift. It is important at this point for a Development Foundation to refocus and identify new targets.

We are looking to set this Development Foundation now so that it can support the match funding element the multiple packages of works which previously were encompassed by New Beginnings – Torre Abbey’s next 800 years. Currently all the match funding is being underwritten by Torbay Council. It will then be able to continue supporting Torre Abbey into its post project future.

### Relationship between Torre Abbey and Development Foundation

It is critical that the Development Foundation has an effective working relationship with Torre Abbey, so that the Development Foundation supports Torre Abbey's work from the outset and in the future.

Torre Abbey would have a Memorandum of Understanding with the Development Foundation, although not a legally binding agreement it will clearly outline the way the two organisations will work together which will safeguard an effective professional relationship as staff and trustee's change over time. It will also ensure we are striving towards common goals and ensure that Torbay Council doesn't lose any control over the direction of travel of the Development Foundation. A draft of what this could look like can be seen in



Appendix 2 – Example Memorandum of Understanding. This would be checked and agreed by all of the relevant officers including legal prior to being issued and signed.

The Development Foundation trustees need to have a good understanding of Torre Abbey's *Spirit of Place* and business plan along with how it operates and its goals in order to be able to communicate this to potential donors. Whilst trustees will understandably have views on fundraising priorities they must not be allowed to drive the direction of travel of the service as a whole, or to impinge on fundraising activities that have been assigned to other bodies. Conversely, the staff of Torre Abbey and Torbay Council need to understand how the Development Foundation operates, its purpose and objectives. They need to be willing to provide information to trustees to support their fundraising work and to bring to them projects or activities with fundraising potential and a clear sense of prioritisation.

Torre Abbey staff will be required to write reports on the progress of projects, not only for the trustees' information, relevant council officer and to fulfil obligations to funders.

### Staff Support

It is proposed the Development Foundation does not have its own paid staff and the administration, preparation of accounts and fundraising activities are undertaken by staff from Torre Abbey or Torbay Council and are either underwritten by Torbay Council or recharged to the Foundation. This could change in the future if the Development Foundation progresses to a level where it is able to fund its own posts such as has happened with RAMM Development Trust. Where a post is supporting both Torre Abbey and the Development Trust, the relationship will need to be clearly defined and the proportion of time given to the Development Foundation's activities should be agreed from the outset.

The success of a charity is based in its ability to attract funding so to give the Development Foundation the best possible start and chance for success the external consultants have advised that a new post of a Torre Abbey Fundraiser is created. This post would support funding applications made by both Torre Abbey and the Development Foundation. At The Box (Plymouth) it has been successfully trialled that Plymouth City Council paid the full cost of a similar post for the first year, this will then be recharged on an increasing percentage scale up to 75% of the costs to be paid by their charity over a period of 5 years. Any fundraiser post would need to ensure they attract enough income to ensure it is self-funding within 2 years and then remain self-funding.

### Trustee's

Generally the Development Foundations currently supporting heritage services have between 4 and 8 trustees (including the Chair). In some instances these trustees have been appointed as local council representatives, but in general they have been brought onto the board in an individual capacity. It is generally accepted that a smaller number of active board members is better for this type of Foundation than a larger representative committee that might become unwieldy and unfocused. However, this does mean that it is even more important to identify suitable trustees with sufficient capacity to drive the work of the trust forward and deliver practical outcomes.

It is strongly encouraged that the constitution incorporates the concept of fixed terms of office. This allows trustees the opportunity to focus their energies for a fixed time period and also makes it easier to remove from the board members who are not taking an active role.

### Trustees meetings

Trustees are likely to be time-poor and so good preparation in advance of trustee meetings can bear fruit in maximising their effectiveness. Meetings should be held regularly and are a good opportunity to encourage trustees to share their own updates. Meetings should be regular enough to maintain a momentum to fundraising activity and may need to be more frequent during particular periods such as during a major capital campaign. Board meetings should not be the only occasion when trustees engage with their responsibilities.

### Trustee roles and responsibility

The role of the trustees may vary, depending on the nature of the Development Foundation. It is critical to make sure that Trustees understand what is expected of them and that they are selected on the basis of their ability to support this activity.

Appendix 3 – Example Trustee’s Job Description will support expectations. More information can also be seen in

## Appendix 4 – Choosing Trustee’s.

The roles for trustees always include the responsibility for governance and legal compliance, and may also include:

- Strategic oversight and expert advice on fundraising and finances
- Acting as influential role models
- Tapping their existing networks of contacts
- Active role as fundraisers: making the “ask” of individual and corporate donors and writing funding bids
- Hosting events and acting as figureheads

Trustees of any charity have overall responsibility for its governance and legal compliance. In some Development Trusts, the trustees focus solely on these responsibilities, whilst the Museum staff undertake the fundraising activity itself. In these circumstances trustees with a financial or legal background, and/or experience on other boards are likely to be of benefit to the Foundation. However in most Development Foundations, trustees will have a more pro-active role in fundraising and therefore need for a wider range of skills and more available time.

### Implementation

#### Start-up Funding

There will be some costs and resources associated with setting up the Development Foundation. This will be staff time from Torre Abbey Manager and Senior Project Officer and some time from Service Manager Culture and Events and the Torre Abbey Project Board.

A funding application could be made to South West Museum Trust and NLHF for a start-up grant, if unsuccessful this would need to be underwritten by Torbay Council or the Development Foundation not set up. This will be approximately £5,150

Funding would be needed for:

		Notes
Recruitment of trustees	£1,500	Quote from Trustee recruitment expert of £500 per trustee with a high success rate.
Opening a bank account	£150	
Website setup and first year of hosting	£1,000	
Brand design	£1,500	
Limited print materials	£500	
Purchase of donation boxes	£500	

In kind support would be required for:

- Page on Torre Abbey website
- Staff time for initial set up. This is anticipated to be 10 days work for 1 person (or less if split amongst the team)
- Staff time for ongoing representative on the board. This is anticipated to be 12 days in the first year

### Ongoing Costs

The Development Foundation will have ongoing costs which include but are not to trustee expenses, future and ongoing recruitment, IT equipment, print, accountancy/bookkeeping fees etc. These will be self-funded by the Development Foundation through a small proportion of their successful grant applications and fundraising activities.

### Action Plan

The process to set up a new charity is relatively easy. Action Plan Appendix 5 – Action Plan details the headline activities and timeline to implement.

Appendix 1 – List of potential funders

Fund Name	Summary	Development Foundation or Torbay Council	Web Link
Finnis-Scott Foundation	Fund Horticulture, fine art and Art History	Development Foundation	<a href="http://www.finnis-scott-foundation.org.uk/apply-for-a-grant/">www.finnis-scott-foundation.org.uk/apply-for-a-grant/</a>
MEND	Capital for historic buildings	Torbay Council	<a href="http://www.artscouncil.org.uk/funding/museum-estate-and-development-fund-mend#section-1">www.artscouncil.org.uk/funding/museum-estate-and-development-fund-mend#section-1</a>
Pilgrim Trust	Fund aims to preserve the fabric of historically important buildings and to conserve significant collections and artefacts.	Either	<a href="http://www.thepilgrimtrust.org.uk/grants">www.thepilgrimtrust.org.uk/grants</a>
Wolfson Foundation	Projects to improve the display and interpretation of nationally significant collections for the public. Grants are generally awarded towards refurbishing or creating new galleries and, occasionally, education and learning spaces.	Torbay Council	<a href="http://www.wolfson.org.uk/funding/funding-for-places/funding-for-museums-galleries/">http://www.wolfson.org.uk/funding/funding-for-places/funding-for-museums-galleries/</a>
Wolfson Foundation	Grants are awarded towards conservation and restoration work, interpretation, and education spaces.	Torbay Council	<a href="https://www.wolfson.org.uk/funding/funding-for-places/funding-for-historic-buildings-landscapes/">https://www.wolfson.org.uk/funding/funding-for-places/funding-for-historic-buildings-landscapes/</a>
Post Code Lottery - Local Trust	They support: Enabling community participation in the arts Improving biodiversity & green spaces Responding to the climate emergency & promoting sustainability Increasing community access to outdoor space	Development Foundation	<a href="https://www.postcodelocaltrust.org.uk/media/2215/2_local_fundingguide_2020.pdf">https://www.postcodelocaltrust.org.uk/media/2215/2_local_fundingguide_2020.pdf</a>
Stanley Smith Horticultural Trust	to promote horticulture; to promote the conservation of the physical and natural environment by promoting biological diversity to promote the creation, development, preservation and maintenance of gardens (preference will normally, but not exclusively, be given to gardens accessible to the public	either	<a href="https://www.horticulture.org.uk/careers/bursaries-and-grants/">https://www.horticulture.org.uk/careers/bursaries-and-grants/</a>
Devon Garden Trust	Projects which relate to the conservation and further understanding of the designed landscapes of Devon	not specific	<a href="https://www.devongardenstrust.org.uk/conservation-grants">https://www.devongardenstrust.org.uk/conservation-grants</a>
Safety of women at night fund	The Safety of Women at Night Fund will fund initiatives focused on preventing violence against women and girls in public spaces at night, including:  in the night-time economy (economic activity taking place in the evening and night time) in venues on related routes home	Torbay Council	<a href="https://www.gov.uk/government/publications/safety-of-women-at-night-fund-application-process">https://www.gov.uk/government/publications/safety-of-women-at-night-fund-application-process</a>

Schroder Family Trust	Core and project costs to charities registered in the UK for work under the following categories: Arts, Culture and Heritage Education, Training and Employment Environment and Conservation Health and Wellbeing Strengthening Communities	Development Foundation	<a href="https://schrodercharitytrust.org/homepage">https://schrodercharitytrust.org/homepage</a>
Cruach Trust	Grants for gardens, wildlife and the natural environment. Grants for music, the arts and cultural charities	Development Foundation	<a href="https://www.wssociety.co.uk/charities/cruach-trust/">https://www.wssociety.co.uk/charities/cruach-trust/</a>
Garfield Weston Foundation	The Foundation continues to support organisations that conserve and interpret our nation's heritage for future generations, ensuring it is accessible and available to all. Also sustainable land use & fishing, renewable energy, recycling schemes, biodiversity, species preservation, marine life, education, climate change science and conservation	not specific	<a href="https://garfieldweston.org/what-we-support/museums-heritage/">https://garfieldweston.org/what-we-support/museums-heritage/</a>
National Heritage memorial Fund	Launched in June 2021, this funding stream offers project grants to support any heritage asset which is: of outstanding importance to the national heritage at risk due to the impact of coronavirus (COVID-19)	Torbay Council	<a href="https://www.nhmf.org.uk/funding/covid-19-response-fund">https://www.nhmf.org.uk/funding/covid-19-response-fund</a>
Art Fund	provides funding for museums and galleries to borrow works from national collections, encouraging the sharing of works more widely across the UK.	Either	<a href="https://www.artfund.org/supporting-museums/programmes/weston-loan-programme">https://www.artfund.org/supporting-museums/programmes/weston-loan-programme</a>
The Lady Neville Charity	Eligible Arts and Heritage projects can include; local heritage projects which help local groups to conserve and restore their landmarks, landscape, traditions and culture; Performing and Visual Arts organisations involved in performances, art, music, and drama activities. These can be considered across the UK.	Development Foundation	<a href="https://www.skinners.org.uk/neville/">https://www.skinners.org.uk/neville/</a>
Repair Grants for Heritage at Risk, Historic England	We give grants towards the repair and conservation of listed buildings, scheduled monuments and registered parks and gardens. This includes project development actions which enable repair or improved future management.	Torbay Council	<a href="https://historicengland.org.uk/services-skills/grants/our-grant-schemes/repair-grants/">https://historicengland.org.uk/services-skills/grants/our-grant-schemes/repair-grants/</a>
RIBBA	Competition for designs from young architects	Development Foundation	

# Memorandum of Understanding

<SUB HEADING>, <YEAR>

**INSTRUCTIONS:** Complete the following tables with details of the organisations that will be signing the MoU. If there are more than two parties then copy and paste the tables and label each party consecutively (Party A, B, C, D etc).

This MoU is an agreement made between the following parties:

## Party A

Organisation Name	<Insert>
Address	<Insert>
Telephone	<Insert>

## Party B

Organisation Name	<Insert>
Address	<Insert>
Telephone	<Insert>

## SUBJECT

**INSTRUCTIONS:** Insert 3-4 bullet points describing what the MoU is about, how long it will last, and why it has been created.

- 1.1. <Insert bullet point>
- 1.2. <Insert bullet point>
- 1.3. <Insert bullet point>
- 1.4. <Insert bullet point>

## COMMITMENTS

**INSTRUCTIONS:** List the specific commitments that have been made by each party. Describe what they have committed to do, and by when.

Party A commits to:

- 1.5. <Insert specific commitments>
- 1.6. <Insert specific commitments>
- 1.7. <Insert specific commitments>

Party B commits to:

- 1.8. <Insert specific commitments>
- 1.9. <Insert specific commitments>
- 1.10. <Insert specific commitments>

## POLICIES



**INSTRUCTIONS: Describe any policies that will apply to this MoU. For example, if all parties agree to use a particular per-diem or allowance policy during meetings then it should be described here.**

- 1.11. <Insert bullet point>
- 1.12. <Insert bullet point>
- 1.13. <Insert bullet point>
- 1.14. <Insert bullet point>

**AMMENDMENTS**

**INSTRUCTIONS: Describe when this MoU can be amended (e.g. can it only be amended at the end of the period? What if all parties agree to the amendment before the period has ended?).**

- 1.15. <Insert bullet point>
- 1.16. <Insert bullet point>
- 1.17. <Insert bullet point>
- 1.18. <Insert bullet point>

**BREACHES**

**INSTRUCTIONS: Describe what will happen if one of the parties does not fulfil its commitments.**

- 1.19. <Insert bullet point>
- 1.20. <Insert bullet point>
- 1.21. <Insert bullet point>
- 1.22. <Insert bullet point>

The parties affirm to know, understand and agree to all articles of this MoU as negotiated together.

**PARTY A REPRESENTATIVE**

**PARTY B REPRESENTATIVE**

Signature: _____	Signature: _____
Name: _____	Name: _____
Position: _____	Position: _____
Date: _____	Date: _____

## Appendix 3 – Example Trustee’s Job Description

This example has been provided to demonstrate the types of information that might be included in a pack to support the recruitment and induction of trustees.

It has kindly been provided by Tyne & Wear Archives & Museums Development Trust

### Role Description

The statutory duties of a trustee are:

- To ensure that the Trust complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- To ensure that the Trust pursues its objects as defined by the governing document.
- To ensure the Trust uses its resources exclusively in pursuance of its objectives.
- To contribute actively to the role of the board of trustees in securing the resources TWAM needs to fulfil its long term aims and objectives.
- To safeguard the good name and reputation of the Trust.
- To ensure the efficient and effective administration of the Trust.
- To ensure the financial stability of the Trust.
- To protect and manage the property of the Trust and to ensure proper investment of the Trust’s funds.
- To ensure that any fundraising activity carried out by, or on behalf of, the Trust is properly undertaken, and that all funds collected are properly accounted for.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience to help the board of trustees make sound decisions and in particular take a pro-active interest in fundraising. For example:

- Understand the key principles of fundraising.
- Suggest new sources of income and ‘open doors’.
- Be willing to share personal and business contacts and help raise funds from those contacts.
- Communicate the real practical value of every donation made to the Trust.
- Be the voice of the donor in the organisation.

TWAM will provide the board of trustees with the information, training and continuous support necessary for effective fundraising.

### Time Commitment and Terms

- Four formal trustee meetings annually.
- A commitment of time to other meetings as required and the maintenance of regular dialogue with key TWAM staff and potential donors.
- The term of office is for 4 years, with the exception of the founding trustees where half of their number shall be appointed for an initial 2 year term, and on stepping down after that initial 4 or 2 year term will be eligible for reappointment for a further 4 years.
- This is a voluntary role but reasonable expenses incurred in the course of duties will be reimbursed.

### Person Specification

A trustee will need to demonstrate:

- Strong personal commitment to the mission of TWAM and the aims of the Trust.
- High level of personal credibility and leadership.
- Skills, knowledge and experience that would positively benefit the Trust.

- Links to relevant networks e.g. business, professional and social, especially the High Net Worth community.
- Time and energy to devote to the Trust.

And will have:

- Commitment to public sector delivery of cultural services.
- A pragmatic approach to decision making with the flexibility to react effectively to changing circumstances.
- Excellent communication skills, and to be able to represent the Trust effectively in the public arena.

## Appendix 4 – Choosing Trustee’s

When considering how to match individuals to the roles of trustee or Chair, Torre Abbey will need to consider the qualities, behaviours and skills of potential board members or trustees, alongside any relevant experience. They must be able to support Torre Abbey in accessing networks and informal contacts which might lead to additional financial support, via the Foundation. In order to find trustees who will support the fundraising work of the Development Foundation, Torre Abbey will need to look for individuals comfortable in the role of a fundraiser and ideally with the characteristics that would identify them as a good prospective donor. These characteristics commonly used in fundraising from individuals are crystallised by Steele and Elder (2000) into the mnemonic MAGIC. This stands for:

- M. Means (do they have the financial and time means to be a trustee?)
- A. Age (this can be relevant to their means, contacts and ability to commit time-wise)
- G. Giver (Is this person a giver?)
- I. Involved (are they involved with Torre Abbey?)
- C. Contacts (do they have the right contacts?)

There will need to be written role descriptions for both trustees and the Chair that outline expectations.

### Recruitment

The Board as a whole should be encouraged to think of how it works as a team and how it can improve this sense of collective identity and collaboration.

It can be tempting to encourage very high profile individuals to become trustees. There are definite benefits of identifying people whose celebrity might help with publicising the work of Torre Abbey, however it is important to consider the practicalities of including such individuals in a board that is primarily responsible fundraising. Do they have the time to focus on the work of the Foundation and sufficient interest in Torre Abbey to prioritise this activity? It may be that they would be better placed to take on a Patron role for the organisation.

When recruiting to the Board a decision will need to be made about whether to target potential trustees or adopt an open recruitment process. There are pros and cons to either approach. Targeting will allow for the pre-assessment of potential trustees against MAGIC principles and it may be that existing trustees can recommend potential recruits with whom they already have a good working relationship in other areas. However this can lead to an insular board and/or a preponderance of trustees with similar skills sets and networks. Open recruitment will theoretically provide a wider range of potential trustees but experience within the cultural sector suggests that the best suited individuals do not necessarily put themselves forward for boards and require some level of persuasion to nominate themselves.

An introductory pack that sets out the role of the Foundation and the trustees, the person specification for trustees and the required commitment of trustees would be required. High quality examples are available and would be used to create one for Torre Abbey.

Both in recruiting trustees and in the day to day working of the Foundation, we will need to consider how to address potential conflicts of interest.

It will be important for the Trustees to have a clear understanding of the needs of Torre Abbey and that they are provided with relevant information about Torre Abbey and its collections to support their fundraising.

### Training and development

Trustees should be encouraged to consider how training and support might improve their effectiveness. New trustees should have a standard induction process to introduce them to the Development Foundation's policies and procedures, to the work of Torre Abbey and to any specific areas assigned in their role as trustee.

It can be a useful exercise to conduct a skills audit with existing trustees as this can help them to see how their individual skills are relevant to the role of trustee or chair and to identify skills gaps that can be addressed, either through additional recruitment to the board or through training for board members.

### Appendix 5 – Action Plan

Action	Responsible Person	Timescale (completed by)
Permission to go ahead from Cabinet	Cabinet	27/10/2021
Draft Charity Objectives	LH/VSW	26/11/2021
Draft Memorandum and Understanding	LH/VSW	26/11/2021
Undertake trustee recruitment	LH/VSW	28/01/2022
Appoint trustee's	LH/VSW	25/02/2022
First formal meeting	Trustee's	11/03/2022
Agree Memorandum of Understanding	Trustee's	11/03/2022
Agree Charity Objectives	Trustee's	11/03/2022
Complete application form for Charity Commission	Trustee's	01/04/2022
Charity Commission Agreed and charity formally set up	Trustee's	27/05/2022
Set up bank account	Trustee's	03/06/2022
Launch Development Foundation	Trustee's	30/06/2022



Steps to creating a  
Development Trust for  
Torre Abbey, Torquay

Andrew Hardingham,  
Aniste Solutions Ltd.  
September 2021

## CREATING A DEVELOPMENT TRUST FOR TORRE ABBEY

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## Introduction

The case to create a development trust for Torre Abbey has been set out in the “Torre Abbey Development Trust Proposal”, attached as appendix 1. This document does not therefore seek to replicate the work but to set out the steps required to establish the Trust. The process itself of registering with the Charity Commissioner is straightforward and once the application is submitted the Commission will take about 6 to 8 weeks to approve. There is no fee to register a new charity.

The first consideration for the Abbey is that of the Trustees. These must be considered before the application is made. This is likely to be the longest part of the process and due consideration should be given at the earliest opportunity to appointing the right trustees.

## Steps to setting up the Trust

The Government website<sup>1</sup> identifies 6 steps to setting up a charity. These are listed below and form a good checklist for the establishment of Torre Abbey Development Trust.

### 1. Find trustees for the charity –

This is the first critical step and will probably take the most time. The first Trustee could and probably should be someone actively involved in the Abbey. At the Box the new CEO once she has taken up the post will probably become one of three trustees. The other two are currently independent from the Box. I would suggest that a role profile (consistent with Torbay Council’s) is created setting out the skills and experience required. It is recommended that a minimum of three are required.

A draft role profile template is attached, included requirements specific to a chair. The following details will be required for submission to the Charity Commission on application

- Trustee 1 [insert details including names, dates of birth and contact details]
- Trustee 2 [insert details including names, dates of birth and contact details]
- Trustee 3 [insert details including names, dates of birth and contact details]

The attached document references a cost of £500 per trustee for third party to assist in the recruitment of trustees. This is considered to be a very competitive price.

### 2. Make sure the charity has “charitable purposes for the public benefit”

The suggested objectives for Torre Abbey are set out below:

- I. The preservation and maintenance, conservation and restoration, improvement, development, and alteration, including extensions and additions, of Torre Abbey and its associated buildings, including lands, contents, collections, and archives*

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<sup>1</sup> [Set up a charity - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

- II. *To advance the education of the public community within the Unitary Authority of Torbay and the surrounding county of Devon, the UK and worldwide for the public benefit in relation to culture, the arts, history and heritage and the environment in particular but without limitation through Torre Abbey buildings, archaeology, collection, gardens, and grounds.*
- III. *To do all such other things as are incidental or conducive to the attainment of these objectives.*

### 3. Choose a name for the charity

I would suggest “Torre Abbey Trust”. Or “Torre Abbey Foundation”. Some charities use the term Foundation. It can be interchangeable with the term “Trust” and may appeal to donors who are not UK based.

### 4. Choose a structure for the charity.

The paper proposes the simplest solution which is to create a Charitable Incorporated Organisation (CIO). This can be achieved by registering with the Charity commission. There is no requirement to register with Companies House. A CIO is an incorporated structure designed especially for charities.

If it is required for the charity to be a corporate body it would need to be set up as a **foundation** CIO, the only members are the trustees. There will be no wider membership. The charity must:

- have a constitution as the governing document – use the commission’s model foundation CIO constitution (or this can be modified if necessary)
- register your CIO with the Commission for it to legally come into existence
- keep a register of its trustees (who are also the members)

Once established the CIO will need to:

- send its accounts and annual return to the commission each year, regardless of its income

### 5. Create a ‘governing document’.<sup>2</sup>

The Charity Commission prefers the use of the model template it provides. The link below takes you to the model constitution for CIO whose members are the trustees.

[Constitution of a Charitable Incorporated Organisation who’s only voting members are its charity trustees \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/428222/constitution_of_a_charitable_incorporated_organisation_who_s_only_voting_members_are_its_charity_trustees.pdf)

### 6. Register as a charity.

This is a requirement if the annual income is over £5,000 or as in this case the trust is set up as a CIO. There is no fee to register a charity. It is currently taking about 6 to 8 weeks for the Commission to complete the registration. The link below takes you to the Registration site.

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<sup>2</sup> [Constitution of a Charitable Incorporated Organisation who’s only voting members are its charity trustees \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/428222/constitution_of_a_charitable_incorporated_organisation_who_s_only_voting_members_are_its_charity_trustees.pdf)



[Apply to register a charity \(charitycommission.gov.uk\)](http://charitycommission.gov.uk)

The application process will require:

- the charity's charitable purposes
- details of how the charity will run for public benefit
- name
- bank or building society details
- most recent accounts (these will not be available as a start-up)
- contact details, including a postal address
- trustees' names, dates of birth and contact details
- a copy of your charity's governing document (in PDF format). The Charity commissioner would prefer the model constitution is downloaded, printed, the blanks filled in, scanned, saved as a PDF, and returned accordingly.

### **Financial matters**

The costs of creating a charity are minimal if the charity chooses to adopt model governing documents. Registering with the Charity Commission is free of charge.

There will be initial trust set up costs including:

- Recruitment of trustees (these have already been estimated at £1,500).
- Opening a bank account (the cost to the Box Foundation was £150)
- Marketing costs including website set up to allow for online giving
- Purchase of secure donation boxes (the cost to the Box was approximately £600 per unit.)

Ongoing costs will include but limited to:

- Miscellaneous expenses
- Trustee travel expenses
- Audit fees (the Box Foundation is being charged £2,750 for an Independent Examination, but not a full audit.)
- Membership of the Chartered Institute of Fundraising<sup>3</sup>. Corporate membership costs £815 p.a. if turnover is less than £500k rising to £2,625 p.a. if turnover is greater than £25m. An alternative option is to be an Organisational member, membership starting at £200 p.a. if income is less than £1m.
- Support cost fees (internal recharge from Torbay Council)
- Contribution to employment costs of dedicated fundraiser. It would be preferable if the post holder were appointed by TBC with the Trust invoiced for costs.

A small advance could be made from the Torre Abbey budget to cover costs of the initial set up.

### **Funding the "Fundraiser"**

The success of the charity in attracting donations and securing grants will in large part be due to the effort and skills of those tasked with the responsibility. By way of reference, PCC employ a dedicated fundraiser for the Box, whose role is to apply for

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<sup>3</sup> [Chartered Institute of Fundraising - Homepage \(ciof.org.uk\)](http://ciof.org.uk)

grants and corporate sponsorship. The application is made via the most tax efficient vehicle for the donor or the body that the grant funded operates with. For example, applications to HLF are made through PCC whilst corporate gifts and most other grant applications and small gift aid donations are channelled through the Foundation. Corporate sponsorship received in return for “benefits”/rights is recognised as trading income and therefore managed through ARCA (the Trading Co.). The fundraiser is employed by PCC with the intention that the Box Foundation will contribute to the employment costs from the charity’s unrestricted funds. Over time, as the Foundation becomes more established it is planned to cover at least 50 to 75% of the costs depending on the nature of the income generated and the vehicle used.

## 1. Gift Aid

From the 2019/20 figures available there is an opportunity to gain additional contributions from gift aid if the admission price was increased by £1. Based on 2019/20 admission footfall of 23,300 this would generate £5,825. In addition, based on membership income of £11,000 a further £2,750 could be claimed through Gift Aid. To claim gift aid on membership fees the charity must demonstrate that the member does not benefit significantly from the fee they are paying.

In addition, the £1,753 (figures from 21019/20 budget monitoring income subjective code 53302) through the donation box could generate a further £438 from Gift Aid. The Abbey should consider increasing the target for donation income boxes if consideration is given to installing additional boxes.

The section below sets out further information regarding gift aid.

## 2. Café “profits”

I am unable to ascertain from the budget monitoring reports the costs and income associated with the café. In 2019/20 code 15202 shows the cost of purchasing catering provisions was £1,900, but the staffing costs can’t be identified and there is no apparent income. I understand that the service is now to be delivered in house with trading commencing in August 2021. Due to the unusual circumstances affecting 2021/22 for the purposes of considering the income from the Café I have taken the figures below from the business case for 2020/21 and rolled them forward one year. The figures below exclude any internal overhead charges from the Abbey budget and assume these to be sunk costs reflected in the Abbey baseline budget.

	2022/23
	Assumes full year
	£
Income	
Sales	223,500
Less: Expenditure	
Employees (see below for FTE)	71,300
Purchase of consumables & occupancy costs	74,500
Rental of catering equipment	3,300
Gross costs	149,100
Net Profit	78,200

#### Staffing:

Food and beverage manager 0.8 FTE (grade F) (£21,200)

Food and beverage supervisor 0.62 FTE (grade E) (£16,900)

Food and beverage assistant 4 FTE (grade C) (£33,200)

The forecast surplus for the year 2021/22 is £78,200.

To clearly identify income and expenditure relating to the Café, I would recommend that a trading account be established with the surpluses earmarked to firstly assist support the fundraiser post and secondly to support the conservation of Torre Abbey.

#### 3. Gift shop and events

The above excludes any analysis and consideration of further commercialisation of the Gift shop and the events programme. As with the Café I would recommend the trading accounts be established for each activity centre with the surpluses earmarked to firstly assist support the fundraiser post and secondly to support the conservation of Torre Abbey.

#### Conclusion

The additional income from the application of gift aid together with a proportion of catering profits and other commercial income will cover a significant account of costs associated with the employment of a fund raiser.

#### **Gift Aid<sup>4</sup>.**

Donations received through Gift Aid means charities can claim an extra 25p for every £1 given. To claim Gift Aid the charity will need to get a Gift Aid declaration from the donor.

In addition there is a Gift Aid small donations scheme (GASDS). The charity may be able to claim 25% on:

- cash donations of £30 or less
- contactless card donations of £30 or less collected on or after 6 April 2019

From 6 April 2016, charities are able to claim up to £2,000 in a tax year but the GASDS claim cannot be more than 10 times the Gift Aid claim. The charity must have claimed Gift Aid:

- in the same tax year as you want to claim GASDS
- without getting a penalty in the last 2 tax years

The charity will need to record the:

- total cash donations collected
- date of the collection
- date it was paid into a bank account and,
- keep records of any contactless card donations that are taken, for example receipts from the card machine.

Further details are available on the government website.

#### **Conclusion.**

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<sup>4</sup> [Tax relief when you donate to a charity: Gift Aid - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/tax-relief-when-you-donate-to-a-charity-gift-aid)

Setting up a charity is a relatively straight forward process which can be completed online through the Charity Commissioners website. The biggest time and cost restraint will be the recruitment and selection of trustees which needs to be completed before the application can be made. The Charity Commissioners should register the application within 6 to 8 Weeks. I would estimate that the minimum time from "Proceed Decision" date to be 10 weeks assuming recruitment of trustees can be completed in 4 weeks.

**Meeting:** Cabinet **Date:** 19 October 2021

**Wards affected:** All

**Report Title:** Bus Service Improvement Plan

**When does the decision need to be implemented?** Before the end of October 2021

**Cabinet Member Contact Details:** Councillor Mike Morey, Cabinet Member for Infrastructure, Environment and Culture, [mike.morey@torbay.gov.uk](mailto:mike.morey@torbay.gov.uk)

**Director/Assistant Director Contact Details:** David Edmondson, Divisional Director – Planning, Housing and Climate Emergency, [david.edmondson@torbay.gov.uk](mailto:david.edmondson@torbay.gov.uk)

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## 1. Purpose of Report

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- 1.1 This report seeks agreement to the principles, and general support for the publication, of the first Torbay Bus Service Improvement Plan as set out in Appendices A and B, as part of the ongoing process in response to the National Bus Strategy following Cabinet's agreement to pursue an Enhanced Bus Partnership. For clarity, information on what an Enhanced Partnership means in this context is included in Appendix C.
- 1.2 The Plan will set out a vision and priorities for the future of bus services in Torbay (with acknowledgement that routes and journeys do not stop/start at the border but cross into Devon/Plymouth as well) and will be a high-level bidding document used to secure capital and revenue grant funding from the Department for Transport.
- 1.3 On 15<sup>th</sup> March 2021 the Government published the National Bus Strategy, 'Bus Back Better'. This strategy applies to England and sets out a vision for improving bus services nationally. It recognises the need to act quickly, whilst acknowledging that the industry will need ongoing support for some time to recover from the consequences of Covid-19. The aim now is to re-establish patronage at pre-covid levels and then to exceed them. To do this, buses must be a practical and attractive alternative to the car.
- 1.4 The strategy makes it clear that funding will be made available to Local Authorities who pursue this vision and seek to make the improvements to their services and network. This

has clear direct benefits to the Local Authority, not least in respect of accessibility for the community and supporting the carbon neutrality aims.

- 1.5 Following agreement earlier this year for the authority to enter into a partnership with operators, the next step in the process is publication of a Bus Service Improvement Plan by 31<sup>st</sup> October 2021. The Plan is not included in this report in a finalised state due to ongoing discussions with operators and neighbouring authorities, alongside further consideration of the data and current position.
- 1.6 The delivery mechanisms for the Plan will be set out within the Partnership proposals that will be drawn up prior to April 2022. In the interim time, Government is expected to set out the funding available.

## 2. Reason for Proposal and its benefits

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We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

- 2.1 The proposals in this report help us to deliver this ambition by improving accessibility for everyone across Torbay, improving connectivity to facilities whether that is education, health, employment or other, ensuring those most deprived are not excluded from that connectivity, supporting our town centres and other trip generating hubs in our towns, and helping to move journeys away from the private car and onto zero emission buses to contribute to reductions in Torbay's carbon footprint.
- 2.2 The reasons for the decision are that the proposals, depending on final provisions, support the corporate plan in the following ways:
  - *Thriving People*, turning the tide on poverty, supporting people to have a good quality of life with access to excellent schools, affordable housing and great local amenities.
  - *Thriving Economy*, achieving clean, green and inclusive growth that enables our residents (especially those living in our most deprived areas) to have access to employment and support the regeneration of our town centres.
  - *Tackling Climate Change*, putting sustainable travel (with 'greener' buses) as part of our core approach, improving air quality, and working towards carbon neutrality by Improving transport connectivity and sustainability.
  - *Council fit for the future*, providing efficient and effective services through a strengthened relationship within the community and across our partnerships. We can

better work with the community on the Bus Services Improvement Plan to provide services and facilities the community want and need, in the right places and at the right times to avoid underutilised provision.

Additionally, the proposals support the objectives of the Local Transport Plan and Local Plan.

### 3. Recommendation(s) / Proposed Decision

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1. Note the National Bus Strategy's overarching goal to grow bus patronage: both to build it back after the pandemic and then to increase it and raise buses' mode share and to approve the priorities and principles set out in this report and appendices for inclusion within the Bus Service Improvement Plan and continue to support the work towards an Enhanced Bus Partnership by 31<sup>st</sup> March 2022.
2. Delegate the publication and submission of the final plan by 31<sup>st</sup> October 2021 to the Divisional Director – Planning, Housing and Climate Emergency in consultation with Cabinet Member for Infrastructure, Environment and Culture.

### Appendices

Appendix 1: Bus Service Improvement Plan Structure

Appendix 2: Scheme Proposal Headlines

Appendix 3: What is an Enhanced Partnership? – A summary

### Background Documents

National Bus Strategy "Bus Back Better" - <https://www.gov.uk/government/publications/bus-back-better>

Bus Services Act 2017 - <https://www.legislation.gov.uk/ukpga/2017/21/contents>

The Bus Services Act 2017 Enhanced Partnerships Guidance - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/959501/bus-services-act-2017-enhanced-partnerships-guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/959501/bus-services-act-2017-enhanced-partnerships-guidance.pdf)

# Supporting Information

## 1. Introduction

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- 1.1 A Bus Service Improvement Plan must be produced by upper-tier authorities. As a minimum covering the full geographical area, all local bus services, and take proper account of the differing needs of parts of the area.
- 1.2 They should describe in outline how LTAs and operators in an area can achieve the overarching goal of the National Bus Strategy - to grow bus patronage: both to build it back after the pandemic and then to increase it and raise buses' mode share.
- 1.3 Government recognise that Plans have to be produced within six months, and that they will necessarily be outlines. They will not be taken as definitive or immutable commitments or statements of intent. Their main purpose is to get everyone thinking about what questions need to be addressed in the area, to explore possible answers, and to provide an early basis for funding decisions in the autumn and winter in preparation for the financial year 2022/3 when transformational funding begins.
- 1.4 The Plan will align closely with other policies such as the Local Transport Plan and officers will work closely across departments to make buses more attractive to users and to maximise the potential for modal shift from cars towards public transport. It should be recognised that a far-reaching programme such as this, especially alongside the Local Cycling and Walking Infrastructure Plan, and its emphasis on increased use of these sustainable modes of transport may not always align with the priorities of some community sectors. Examples of this may be around parking capacity for private car owners, bus priority lanes and access by buses to town centres. Torbay's Plans must prioritise access to these key destinations for these modes.
- 1.5 The Council has a current Local Transport Plan (LTP) until 2026. This is the strategic transport planning document and includes within the objectives, making better use of the transport network and strengthening/improving the public transport network. There are also a list of key elements including Improvements to public transport including minor infrastructure such as bus stops and bus priority schemes and Improvements to public transport information.
- 1.6 LTPs will become the focus of transport funding discussions between central and local government. LTPs should set out holistic place-based strategies for improving transport networks, proposed projects for investment and ultimately how key objectives will be achieved. LTPs should include clear plans for how interventions across local transport modes will drive decarbonisation in their area. To ensure investments achieve their intended aims, LTPs and business cases in future will need to demonstrate local commitment to deliver certain measures. Bus Service Improvement Plans must be fully aligned with wider Local Transport Plans.



## 2. Options under consideration

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- 2.1 The options for this decision are to agree a Bus Service Improvement Plan and therefore continue the process towards a Partnership, or take the decision to no longer pursue that.
- 2.2 Given that the Local Transport Plan supports bus travel already, the opportunities through the partnership for a greater level of improvement in services helping to meet the corporate visions and objectives, and the ongoing work towards carbon neutrality it is not recommended to stop progress on this work.
- 2.3 There is an option to not only work closely with neighbouring authorities but instead to join up and have a shared/joint plan. In this case, following discussions with Devon, Plymouth and Cornwall, we have agreed to work together on areas that cross boundaries, such as ticketing, passenger charters and cross boundary services, but to have our independent plans. The bus market throughout Devon is varied and differs in some places significantly from that in Torbay. As such, having an independent Plan allows the Council to make clear it's priorities and to work with the small number of local operators to achieve those outcomes.
- 2.4 There are options about the level of ambition demonstrated in the plan and therefore the extent of the proposals. Those included in this report set out a strong basis to recover and rebuild bus use in Torbay and in many ways to initially go "back to basics". The proposals also seek to deliver the visions of corporate policy in alignment with the National Bus Strategy.

## 3. Financial Opportunities and Implications

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- 3.1 The ambitions set out in the Bus Service Improvement Plan will be reviewed by Government and it is expected that funding for both capital and revenue in the years ahead will be linked to the proposals shown. Government have been clear that they want to see ambition, and they have suggested they will match that with the funding.
- 3.2 If the Plan is aligned to corporate and national policy, and clearly meets those respective aims and objectives, the Council will be able to bid for funding opportunities to help deliver the plan, as well as working with the bus operators and others who may be able to provide solutions for delivery. We will also be able to maximise income from external bidding opportunities.
- 3.3 Non-publication of the Plan or poor plan making could result in reduced Local Transport Plan (LTP) and other government grant funding.
- 3.4 The Council has received two rounds of Local Transport Authority Bus Capacity (Revenue) Funding totalling £150,000 for developing this Plan, local bus proposals and to help the development of the Enhanced Partnership.

## 4. Legal Implications

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- 4.1 Tendering, subsidy arrangements and associated contract management will be an integral part of getting the delivery mechanisms right for this Plan.
- 4.2 The Partnership proposals will be a legal commitment between the parties (and any new bus operators starting in Torbay in future) to achieve certain standards.

## 5. Engagement and Consultation

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- 5.1 Recognising that travel patterns do not match local authority areas and given that the Local Transport Plan is joint with Devon County Council, officers have worked with our neighbouring local authority transport teams to ensure there are no contradictory proposals but more importantly to collaborate on proposals for a consistent level of service and experience for the passenger.
- 5.2 Working with Devon County Council, Plymouth City Council, and Cornwall Council we have already highlighted improvements to cross border connections and possible collaborations for fare initiatives for example.
- 5.3 Working with operators is also key to this process. They must be able to agree, through the partnership, to implementing and supporting the measures in order for the Plan to be successful and for bus service improvements in Torbay to be realised.
- 5.4 The timescales involved in this process have limited the public wide consultation opportunities to date. However, as it is a 'living' plan and that is it required to be reviewed at least annually, the intention is to allow the public to comment on the proposals once published and through the partnership, the formation of the forum, and the survey the proposals can be added to, or the specific aspects can be included within the delivery phases.

## 6. Purchasing or Hiring of Goods and/or Services

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- 6.1 The proposals do include the use of existing contracts as well as new tenders for bus services or part of services.
- 6.2 Where possible, through both these tenders and the partnership, local skills, employment and the use of apprenticeships will be included alongside exploring opportunities where the bus sector can support the Council as a Corporate Parent and give opportunities to those for whom we have responsibility.

## 7. Tackling Climate Change

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- 7.1 It is well known that transport is a considerable contributor to carbon emissions in Torbay and in our role as influencer we have both a responsibility and an opportunity to support change. This will be a core objective of the Plan.
- 7.2 This is firstly achieved by encouraging and giving the opportunity to our residents, visitors and those working within Torbay to switch journeys from the private car to sustainable modes, including buses. We can also further reduce emissions by reducing those emitting from the buses
- 7.3 The proposals set out in the Bus Service Improvement Plan support this by setting out how we will make the services more accessible, operate them more frequently, ensure routes serve the communities who need them and that they access the facilities they need. They also set out how the infrastructure can support biodiversity with green roof shelters and additionally, further developing the proposals for zero emission buses – setting out a programme to achieving a zero-emission bus network across Torbay.

## 8. Associated Risks

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- 8.1 There is a significant risk if the proposal is not implemented. This risk is that the Authority is not likely to be eligible for funding from Government towards the public transport aspects of the Local Transport Plan or other specific funding opportunities for the bus network. Cabinet have previously agreed to support the Partnership but that group will need a plan for what to deliver and funding to enable delivery.
- 8.2 At this stage, the Plan sets out the aspirations of the Authority and the operators to making services better in Torbay and growing passenger numbers. Until such time as funding is announced by Government there is a risk that we will not be able to deliver against these proposals. This risk is unavoidable and is a consequence of the timeline set out by Government. We will make progress against some critical aspects where we can.

## 9. Equality Impacts - Identify the potential positive and negative impacts on specific groups

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	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	Improved access to facilities has a positive impact on this group. All age groups with people who do not have access to a motorised vehicle are likely to be impacted. This group are less likely to have the same opportunities		

	<p>for other travel choices and as such may rely more on public transport.</p> <p>Young people are most likely to use buses for employment, education and training. This age group are more reliant on digital forms of information provision via mobile apps and web applications. Evidence indicates a high proportion of bus passengers are older people with concessionary passes. This group are most likely to use buses for shopping, leisure and to attend health appointments. This age group will continue to require access to traditional paper based forms of information such as printed timetables and timetable books.</p>		
People with caring Responsibilities	<p>Improved access and more frequent services, linking to key facilities, could have a positive impact on this group – especially if caring within the community and helping residents to live independently. Exploring ticket options for this group is also an option proposed.</p> <p>Carers who do not have access to a motorised vehicle are likely to be impacted. The Plan seeks to make bus services more attractive, cheaper, easier to use, faster, more reliable, and greener. Vehicle and bus stop accessibility, including low floor buses, raised curbs and space to transport pushchairs and wheelchairs, is critical for carers.</p>		
People with a disability	<p>Ensuring that all services are fully accessible and fitted with on board audio-visual equipment, as well as ensuring there are more services, accessing more facilities will have a positive impact on this group.</p> <p>Disabled people who do not have access to a vehicle are likely to be impacted. The Plan seeks to make bus services more attractive, cheaper, easier to use, faster, more reliable, and greener. The National Travel Survey (NTS, 2019) identifies that people with a disability or illness expected to last more than 12 months make more trips by bus than those without a disability. Vehicle and bus stop accessibility, including low floor buses, raised curbs and space to transport wheelchairs, is critical for anyone with a physical impairment. Accessible information provision is also critical, both pre journey and during the journey, including traditional paper based information, digital media, and on bus announcements and displays. Through the Enhanced Partnership information will be produced in an easy to read/understand format for customers with visual, hearing, and physical disabilities, and all other customer groups.</p>		
Women or men	<p>The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.</p>		

People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.		
Religion or belief (including lack of belief)	The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.		
People who are lesbian, gay or bisexual	The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.		
People who are transgendered	The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.		
People who are in a marriage or civil partnership	The proposals will have a positive impact on both users and non-users of the bus network and as such is likely to have a positive impact on this group although there are not specific proposals.		
Women who are pregnant / on maternity leave	Ensuring that all services are fully accessible, as well as ensuring there are more services, accessing more facilities will have a positive impact on this group.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Improved access to public transport and through those links, improved access to facilities and employment will have a positive impact on this group. Low income groups who do not have access to a car are likely to be impacted. The Plan seeks to make bus services more attractive, cheaper, easier to use, faster, more reliable, and greener.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Supporting the community to be able to move around, not to be isolated, and to have the access to services/facilities they need and can benefit from for their health and wellbeing will have a positive impact on this group. The Plan seeks to make bus services more attractive, cheaper, easier to use, faster, more reliable, and greener.		

## 10. Cumulative Council Impact

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- 10.1 The working relationship with SWISCO is critical for a lot of the 'highways' implementation aspects of the plan.
- 10.2 There is also a connection with both Children's and Adult's services as representatives of key groups in the community who rely on the support of public transport.

## 11. Cumulative Community Impacts

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- 11.1 None

## Appendix 1 Bus Service Improvement Plan Structure

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### An Overview and The Current Situation

As well as general background information, the Bus Service Improvement Plan should, as a minimum, take into account available operator and LTA data on:

- Passenger numbers by route, time of day and ticket type.
- Bus vehicle speed and congestion data by route and time of day – using GPS vehicle data from operators.
- Bus average journey times.
- Data on fare volumes – including the average price.
- The current bus market share compared to other modes, particularly the private car.
- Bus service frequency (including days of operation).
- Bus stop network density.

Where particular datasets are not available, the Plan should explain why and what urgent action will be taken to fill the data gap.

It is mandatory that they seek and report the views of passengers and third parties on the merits and demerits of bus services locally and the performance of the LTA and the local operators.

### Proposals for Improvement and Delivery of the National Bus Strategy

This section should describe in outline how the Council and operators propose to deliver the key goals of the Bus Strategy in your area. These are making services:

- more frequent, with turn-up-and-go services on major routes and feeder or demand-responsive services to lower-density places.
- faster and more reliable, with bus priority wherever necessary and where there is room.
- cheaper, with more low, flat fares in towns and cities, lower point-to-point fares elsewhere, and more daily price capping everywhere.
- more comprehensive, with better services in the evenings and weekends, not necessarily with conventional buses.
- easier to understand, with simpler routes, common numbering, co-ordinated timetable change dates, good publicity, and comprehensive information online.
- easier to use, with common tickets, passes and daily capping across all operators, simpler fares, contactless payment and protection of bus stations.
- better integrated with other modes and each other, including more bus-rail interchange and integration and inter-bus transfers.

It is also expected that the Plan considers and reports on what is required to co-ordinate bus services with other public-sector transport provision (hospital patient transport services, school transport) to minimise duplication and maximise journey opportunities – the so-called “Total Transport” approach.

The Government guidance makes clear that they expect to see the following covered in the Plans. LTAs and operators may also cover other topics referenced in the Strategy and not covered here and may do so at their discretion.

- Intensive services and investment on key corridors, with routes that are easier to understand
- There must be significant increases in bus priority
- Fares must be lower and simpler
- There must be seamless, integrated local ticketing between operators and this should be across all types of transport
- Service patterns must be integrated with other modes
- The local bus network is presented as a single system that works together, with clear passenger information
- Modern buses and decarbonisation
- Give bus passengers more of a voice and a say
- More demand-responsive services and 'socially necessary' transport
- Longer term transformation of networks through Bus Rapid Transit and other measures

These will be 'living' documents and can be altered (and republished) if the LTA, working closely with its bus operators, believes this is necessary. They should be revised at least every twelve months to ensure they remain relevant and that the plans within it are working as intended.

#### Working together with operators

This is key to a successful partnership. Although the LTA is ultimately responsible for producing the Bus Service Improvement Plan, it cannot unilaterally decide what goes in it. Operators are expected to engage constructively in discussions, offering active suggestions for improvement, explaining what they can and cannot support and why and seeking to resolve any differences of view constructively and in the best interests of current and future bus users.

As noted above, as a living document these plans can be amended and it is possible that as discussions about the Partnership develop up to March 2022, it may become necessary to make amendments to the Plan.

#### Targets

Based on the data that is available or that will be included in the future, targets for passenger numbers, frequency and reliability, and for fares will be critical. Other targets aligned to the decarbonisation programme and the existing Local Transport Plan will also be incorporated.

#### Overview Table

A summary of the key outputs of the Plan and how it meets requirements set out in the Strategy giving readers, including passengers and the Department for Transport, an overview of the commitments which LTAs and operators will work towards to improve local bus services.



## Appendix 2 Scheme Proposal Headlines

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### Intensive services and investment on key corridors, with routes that are easier to understand

We will ensure all services are regular and reliable, getting the basics right and fixing the dysfunctions that currently exist.

Key corridors will primarily be focussed on the routes of the 12, 13 and 22. Those are critical corridors in the network but work will be done to understand any others that exist. This will include enhancing the N12 that was previously operating and exploring if there are other night service opportunities on the network.

Another key corridor not currently well served by bus is between Torbay and Exeter. The East of Exeter market for employment is very strong and although to the centre of Exeter there is competition with the train, the bus could be a better solution for the areas to the East. Also, providing a connection to Exeter Airport is one of the key outstanding objectives of the Local Transport Plan. We will explore the opportunities that exist here to develop a service that for the future, connecting employment areas, the airport, and links to Bristol airport as well via other services.

We will work with the operators to look at the intensity of the key services, as well as other 'town' services, to increase frequencies across Torbay – developing a turn up and go culture for the key corridors and a strong feeder network across all three towns with frequent services into the wider residential areas serving communities that need them.

### There must be significant increases in bus priority

We will ensure that we are designing improvements with the bus and active travel as the priorities. Initial discussions with operators have not highlighted any particular areas of concern beyond those that are well known. Previously some work has been carried out to look at the potential of a bus lane on Torquay Road alongside Oldway and through to Seaway Road – that will be explored again.

We will work with the technology that supports the GPS tracking of vehicles and the technology that can exist within traffic signals to detect and give priority to late running buses and key signalised junction on the core routes..

We will explore other opportunities across the network but in reality the network constraints, such as road widths, are likely to limit much conventional bus priority in respect of lanes. Whilst the strategy makes clear that on main roads there is an expectation that parking is not given priority, we also have to balance the need for safe active travel provision on some of the same routes.

Fares must be lower and simpler; and

There must be seamless, integrated local ticketing between operators and this should be across all types of transport

These two sections may be joined up and reflecting this as a statement from Government, we will work with operators, neighbouring authorities and other transport providers to reduce fares, align ticketing options and make a more cohesive and joined up public transport system. A joint ticketing system is critical to developing the 'one-network'/'turn up and board' approach.

We will ensure that tickets offer better value to the passenger and provide more opportunities for tickets targeted at younger passengers and families – particularly those on low incomes.

Service patterns must be integrated with other modes

Joining up the 12 with the rail network to provide through connections to and from Brixham, and increasing all frequencies will ensure Paignton acts a key hub for transport across the modes. The opportunity exists also to extend services from Torquay Town Centre across to Torquay Railway Station, as well as to improve the signage and connectivity between the station and the existing stops at both Torquay and Torre. Proposals for Edginswell Station (due to be open in 2024 as funded by New Stations Fund) will also be aligned with this to ensure those stops nearby to the station are accessible but also that the connection to the service into the nearby community and to the Hospital is strong.

To aid with the integration, we will work with the operators of both bus and rail, alongside other authorities to explore opportunities for joint ticketing.

We will also explore opportunities to work with ferry companies in Torbay to allow for the use of a single ticket.

The local bus network is presented as a single system that works together, with clear passenger information

Consistent bus stop infrastructure and information at those stops is key and we will develop minimum bus stop standards to support this. We can develop the existing real time information system, ensuring it is fit for purpose and is useful to the passenger. We will use the existing Travel Torbay branding and identity developed through the Local Sustainable Transport Fund across all buses, bus stops, information, marketing etc...

The single system approach will be broader than the bus, ensuring information sharing with rail and ferry services too so that it is clear where passengers moving between services need to go.

Modern buses and decarbonisation

Some of the fleet in Torbay is aging and it would benefit from renewal, some also have more restricted access. We will work with operators to ensure that all vehicles are modernised and that they all meet the full accessibility needs of passengers. This will include expanding the programme of implementing on board audio/visual equipment that has started on the 12 and 22 services.

Alongside that is the importance of decarbonisation – meeting the Council’s core principle. We will build on the current work to establish a programme to achieving a zero-emission fleet across Torbay. We will seek support for the infrastructure and enable the operators to update their fleets at the earliest opportunity. It is also important to recognise that filling buses, and enabling people to switch from car to bus will make a considerable contribution to carbon neutrality.

Decarbonisation can also extend to the infrastructure and in particular the shelters for which the programme of green roofs will be continued.

### Give bus passengers more of a voice and a say

We will develop a Torbay wide bus passenger survey and expect the Partnership to manage that and take actions depending on the feedback. Alongside that we will also be exploring how a passenger charter could be implemented consistently across and beyond the area. It is expected that a forum will be created or used which will include the authority, operators, user groups, representatives of disabled people, local business and education establishment representatives, the highway authority and any other key stakeholders identified. Locally, it is suggested that the other key stakeholders include Brixham Town Council, the Torbay Community Development Trust, Torbay Hospital, South Devon College and others. Transport Focus can provide key support in this using their advice to enable us to follow best practice. The forum and survey must be representative, across the area, with users and non-users, considering the equality categories etc.

### More demand-responsive services and ‘socially necessary’ transport

The Council has recently re-budgeted for ‘socially necessary’ services and the proposals will build on that decision to ensure the right services to the right places and at the right frequencies are in place.

A review of the existing fare car services will be set out, alongside the specific services that operate for certain retail destinations.

Demand responsive transport will be considered, particularly in relation to the hospital ‘out of hours’ but there are no proposals currently. The previous study work highlighted some potential and that is most likely to be linked to late evenings or weekends and to destinations such as key employment hubs.

### Longer term transformation of networks through Bus Rapid Transit and other measures

Conscious of the need to show ambition this section should not be considered unimportant nor a step too far. We need to be clear that until the basics are right, we know the support we will have going forward, and we know the market for buses following recovery from the pandemic it is difficult to judge what transformation will look like. We will continue to transform our network, considering changes in technology that may emerge alongside other opportunities and learning from best practice. Increasing patronage and decreasing the reliance on concessionary fare income will give all services a boost.

## Improvement proposals by category

### Services

Increased frequency of services across the Bay

Extending, and making consistent, the service times of services either where they serve key destinations or to attract new passengers

Ensure all routes currently provided for are maintained as well as others grown

Reinstate and consider expansion of N12

Extension of Torquay town service/s to Torquay Railway Station

Torbay to East of Exeter (inc Airport)

Working with Devon County Council to consider cross boundary services including the 13 and 18, as well as others that can join up to better support the communities.

### Ticketing

Joint ticketing as a priority

Explore ways to reduce ticket prices

Link up with the railway, including a through ticket to/from Brixham connecting with the 12 and the train at Paignton.

### Vehicles

Setting a programme for a zero-emission network

Installing required infrastructure to support new vehicles being introduced

Full roll out of on-board audio-visual stop information systems

A modern, fully accessible fleet

### Infrastructure

Continued roll out of Green Roof shelters

Minimum Bus Stop standards – set at categories depending on the usage and to include prioritising access for bus users.

Improved information at bus stops

Maintenance plans including at stops, signing and lining, and tree cutting along routes

### Passenger Information

Real time information system upgrade and refinement

Consistent published material including timetable information at bus stops

Use of the existing “Travel Torbay” branding

## Appendix 3 – What is an Enhanced Partnership? – A summary

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An EP is an agreement between a local transport authority (LTA) and local bus operators to work together to improve local bus services. It includes a clear vision of the improvements that the EP is aiming for (known as an EP plan) and accompanying actions to achieve them (set out in one of more EP schemes). The local transport authority has formal responsibility for making the scheme, but at set points in the process they can only proceed with their proposals if they have the support of a defined proportion of local bus operators. The 2017 Act allows individual partnerships to tailor their schemes to meet local needs.

Once authorities and relevant bus operators have held formal discussions on the proposed content of an EP, the next step is to draft the formal documentation. This comprises:

- an EP plan - which is a high-level vision and objectives for bus services in the local area; and
- one or more EP scheme(s) - which set out the detail of how the vision and objectives will be achieved, including any commitments made by the local authority or standards to be met by bus operators

The EP plan is the high-level strategic document that sets the bus network in the EP area into context. There are a number of specific things that the plan must cover.

These are:

- the geographical area covered by the EP plan;
- the period to which the plan relates;
- whether the plan is to be reviewed and, if so, how and when that is to happen;
- an analysis of local bus services;
- the objectives of the plan – in terms of how it will improve the quality and effectiveness of local bus services in the EP area;
- what policies regarding local bus services will be pursued in the EP area;
- how the related EP scheme(s) are intended to assist in implementing the policies and achieving the objectives set out in the plan;
- the intended effect of the EP scheme(s) on neighbouring areas that are outside the plan area; and
- the authority's plans for consulting passenger groups on how well the plan and scheme(s) are working.

These are all high-level requirements, and the plan can interpret them as widely as the partnership considers necessary. It can include for example:

- targets for bus usage, journey times, or connectivity – the key here is that any targets should be assessed using existing available data or data that the partnership agrees it can compile;
- the strategic issues that, in the opinion of the EP stakeholders, are relevant to the future provision of local bus services (such as the retail, business and housing developments that

are likely to change the flow of people and their transport demands over the life of the plan, local economic growth objectives or air quality challenges);

- the local and central Government investment that is likely, or has the potential to be, available. This can include funding which is specifically available to improve or support bus services, as well as wider funding such as that for new housing (including developer contributions) or transport infrastructure; and
- the aspirations of local transport providers – how they would wish to see the local bus market develop over time and how an EP can contribute to that.

## **Volunteers Member Champion report – Cllr Nick Bye**

This first Annual Report as Champion for Volunteering will focus on the response of the Voluntary & Community Sector to the Coronavirus Pandemic from March 2020. We are all aware & value the tremendous work undertaken by volunteers in Torbay who do so much to make this a more pleasant place to live for so many residents & visitors. It would be impossible to list the many longstanding groups & organisations as well as individuals who do so much for the Bay, often unsung & unnoticed.

However, the response to the Pandemic has been truly exceptional. Torbay can be proud of its strong & varied voluntary sector which demonstrated its value in its response to the challenges of the Pandemic.

So many volunteers provided support for vulnerable residents across Torbay.

This report is an opportunity to say a very sincere “thank you” to our amazing army of volunteers who greatly mitigated the impact of the Pandemic & provided support through the three lockdowns.

The Torbay Community Helpline was set up in March 2020 & since then has received an incredible 22,000 calls from more than 6,200 residents, including 1,600 volunteers who offered their support.

Help provided included shopping, the collection of prescriptions, telephone befriending .... Just someone to talk to! As the Pandemic progressed then volunteers have helped as marshals & chaperones at the vaccination centres in Torquay & Brixham where 150,000 jabs have been administered to 85,000 residents.

These volunteers’ kindness has been much appreciated & practical support has been a real “life saver”. Volunteers themselves have provided positive feedback, finding their role enjoyable & fulfilling.

However, the Pandemic is still with us, so we still need this assistance as a community in future. The voluntary and community sector pulled together during the pandemic which leaves the sector and Volunteers well placed to respond again in terms of organisational arrangements along with all the shared learning from the pandemic experience.

Many excellent examples how Volunteers responded in the last 18 months are available both for Adults, Childrens and Families and in specific places in the Bay.

Volunteers have substantially reduced the risk that residents in Torbay would go hungry or would be left lonely & isolated. A coalition of charities from across the Bay concentrated on finding enough volunteers to ensure shielding residents were able to maintain supplies of food and sometimes life-saving medications. Rapid response teams were set up that joined snaking queues outside supermarkets, local shops and pharmacies before delivering essential supplies to those advised to stay behind closed doors.

To highlight a few of the many responses:

- The Torbay Food Alliance

Twelve foodbanks, again mostly staffed by volunteers came together to provide meals for those who could no longer afford to put food on the table, and more than half a million meals / parcels have been provided since the Torbay Food Alliance was set up at the end of March 2020.

- Debt Advice

Financial support was also added to help people whose lives had been changed overnight by furlough and job losses run through the Ageing Well Torbay sponsored FAIR project – again often staffed by volunteers.

- Vaccination support

When vaccinations were introduced at the beginning of this year, it was again volunteers who were mobilised. Initially at the English Riviera International Conference Centre in Torquay and the Horizon Centre at Torbay Hospital. People came forward in their hundreds to help with visitors to the RICC sometimes standing out in the wind and the rain for up to six hours at a time. At one stage, there were more than 200 volunteers on the rota at the RICC and another 110 at the Brixham Rugby Club which began delivering vaccinations a few months later.

- Mental health Advice helpline

Concern regarding Mental Health and Well Being has been a significant and growing issue in the community. The helpline specialist befrienders were recruited to handle complex mental health issues and triage services were set up to deal with severe cases caused by the ongoing crisis. Almost 70 people have now volunteered as specialist befrienders.

Other Volunteer mental health support is in place such as peer support and a range of good neighbourhood schemes and out of doors activity.

Many of the above Volunteer activities have a focus upon working age adults and older people, however the Imagine This Partnership and others in the voluntary and community sector support Children's and Families, as do Volunteer activity related to Food Banks and Family Debt advice.

Also, Volunteers take a role in Place Based natural environment activities such as community gardens and schemes in neighbourhoods that improve the area for local people in tangible ways so that the place in which they live is improved.

Councillor Nick Bye, September 2021

Input with preparation from Jo Williams Director Adult Social Care and Steve Honeywill Head of Commissioning



Title: **Mental Health and Wellbeing Member Champion – Annual Report (2020-2021)**

To: **Cabinet** On: **24 August 2021**

Name of Champion: **Councillor Jackie Stockman**

E.mail: **jackie.stockman@torbay.gov.uk**

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### **Adult Social Care in Mental Health**

- This year the ASC team have reduced the number of working age people with enduring mental illness living in residential care by 20% - as part of a review and insights project looking at the overuse of residential care for this group.
- The Council has published a Commissioning Blueprint which outlines plans to increase extra care, introduce more specialist providers into Torbay who can support people as they move into their own property.

### **Mental Health and Suicide Prevention - Public Health**

#### **Mental Health Partnership**

Torbay Mental Health and Suicide Prevention Partnership was set up in September 2020 to work collaboratively to promote strong and successful partnerships between organisations to ensure support across the continuum of mental health. The Partnership has a wide membership across voluntary and statutory sectors.

Objectives are:

- To enable early identification and rapid response to people of all ages where there is evidence of escalating levels of distress, deteriorating mental health, self-harm or suicidal intent
- To seek to identify gaps in provision to meet need which will help inform commissioning and local development
- To identify and map local resources aimed at promoting the mental wellbeing of the people of Torbay
- To promote clear pathways of support across the continuum of mental health
- To ensure a trained, supported and informed workforce
- To develop consistent public health messages across organisations with regards to mental health
- To share resources and promote community collaboration
- To share and encourage the development of learning, good practice, knowledge and skills across the county in both community and targeted services
- To seek out opportunities to promote mental wellbeing across Torbay.

Members are working on an action plan focusing on:

- Development of community level safer suicide & mental health promoting networks
- Implementation of the Torbay suicide and self-harm prevention plan
- Training (specialist, targeted and universal)
- Supporting implementation of the new model of Community Mental Health
- Supporting initiatives to promote the emotional wellbeing of children and families

### **Engaging councillors**

Suicide prevention training was delivered to Councillors in July 2021 to support members in their awareness, promotion and advocacy role.

### **Preventing and Promoting Better Mental Health Fund – Wellbeing Engagement Project**

Torbay was successful in applying for £270k Public Health England funding to improve mental health in July 2021 and has successfully tendered for a voluntary collaborative to deliver a Wellbeing Engagement Project addressing the presenting needs of residents accessing food banks and children's centres. The team will work across primary food providers and children's centres in Brixham, Paignton and Torquay to engage and build trusted relationships, facilitating support from relevant professionals as well as managing their own caseload of more intensive low level mental health and wellbeing support.

### **COVID Contain and Management Fund (COMF), NHSE and Public Health funded projects**

Mental Health projects being delivered through 2021/22 programme funding include:

- Online adult mental health and wellbeing support service (Torbay element, Devon wide initiative matching Kooth children's online service)
- Mental health coordinators to expand capability and capacity of the Torbay CDT Helpline to address mental health needs
- Community initiatives – peer support, network development, safe spaces

### **Direct work in my capacity as one of the Mental Health Champions**

I have continued my work with the Community of Brixham, please see the website below.

<https://www.brixhambeewell.org/>

- We have engaged with Businesses who are willing to have a logo saying Safe Place in their windows and for their Staff to wear promotional T-Shirts which are currently being designed.
- We have also had a piece of scrub land passed over to us from the Council and are currently producing a Brixham Bee Well Garden. This is being led by a member of the Community whose son suffers from poor mental health and has

already encouraged others with the same difficulties to become involved. Virtually everything for the Garden has been donated by local business.

5 litres paint from Brewers for herb garden, Bolton Street Bathroom shop have offered £75 towards plants; Jewsons webbing for the weeds; Co op have donated 2 hanging baskets; Hammer and Nail are going to donate a water butt; a family in Bolton Street are growing some herbs at home for the herb garden; a neighbour has grown a cherry tree from seed so that's going in and we've been out and sprinkled some wild flowers.

- We have engaged with Primary Care and Dr Trevor Avis attends our meetings and until recently Dr David Somerfield DPT was a member of our group. Members of the Public Health Team also attend and give us guidance as do Steve Honeywill and Tracey Cabache when required.

We hope to officially launch on 12 October and currently have feelers out to find an appropriate person to attend the launch.

- The hope would be that once this is rolled out that others throughout the Bay may wish to do something similar.



