

Friday, 19 August 2022

CABINET

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

Tuesday, 30 August 2022

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room - Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Committee

Councillor Steve Darling (Chairman)

Councillor Carter

Councillor Long

Councillor Cowell

Councillor Morey

Councillor Law

Councillor Stockman

Together Torbay will thrive

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Governance Support, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

CABINET AGENDA

1. **Apologies**
To receive apologies for absence.
2. **Minutes** (Pages 5 - 20)
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 12 July 2022.
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. **English Riviera Destination Management Plan Review** (Pages 21 - 64)
To consider a report that seeks the Council's approval of the English Riviera Destination Management Plan (DMP) following public consultation.
8. **Amendment to Resource and Waste Management Strategy** (To Follow)
To consider a report recommending amendments to the Resource and Waste Management Strategy to Full Council.

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|------------|--|-------------------|
| 9. | Report of the Torbay Racism Review Panel
To consider a report from the Torbay Racism Review Panel. | (Pages 65 - 115) |
| 10. | Fostering Annual Report
To consider a report that sets out the Fostering Services Annual Report on the activities undertaken within the service over the last 12 months (April 2021 – March 2022). | (Pages 116 - 186) |
| 11. | Local Authority Designated Officer (LADO) Annual Report
To receive a report on the Local Authority Designated Officer (LADO) Annual Report which provides an overview of allegations referred to the LADO regarding people in a position of trust working or volunteering with children in the Torbay locality over the last 12 months (April 2021 to March 2022). | (Pages 187 - 210) |
| 12. | Leadership and Management Training
To consider a report that seeks approval of a contract on the above. | (Pages 211 - 240) |
| 13. | Cabinet decision to award new contract for the Torbay Joint Community Equipment Service (JCES)
To consider the submitted report to award a new contract for the Torbay Joint Community Equipment Service (JCES). | (Pages 241 - 250) |
| 14. | Print Services Contract Approval
To consider a report that seeks approval of a contract for print services. | (Pages 251 - 260) |
| 15. | SWISCo Vehicle, Equipment and Building Structure Replacement
To consider a report that seeks Cabinet approval to provide a loan facility to SWISCo for the above. | (Pages 261 - 264) |
| 16. | 2022/23 Target Setting Report - Report of Audit Committee
To consider a report of the Audit Committee on the Community & Corporate Plan's 2022/23 Target Setting Report. | (Pages 265 - 284) |
| 17. | Urgent Decisions taken by the Chief Executive
To note the submitted report on an urgent Cabinet decision taken by the Chief Executive. | (Pages 285 - 288) |

Meeting Attendance

Please note that whilst the Council is no longer implementing Covid-19 secure arrangements attendees are encouraged to sit with space in between other people. Windows will be kept open to ensure good ventilation and therefore attendees are recommended to wear suitable clothing.

If you have symptoms, including runny nose, sore throat, fever, new continuous cough and loss of taste and smell please do not come to the meeting.

Live Streaming and Hybrid Arrangements

To encourage more people to engage in our public meetings the Council is trialling live streaming our Cabinet meetings on our YouTube channel in addition to recording the meetings and publishing the recording on our website. To watch the meeting live please visit <https://www.youtube.com/user/torbaycouncil>.

We are trialling hybrid meeting arrangements to enable officers and Councillors who are not members of the Cabinet to either attend the meeting in person or to attend the meeting remotely via Zoom. Anyone attending the meeting remotely must use their raise hand function when they wish to speak and to declare any interests at the appropriate time. As this is a trial if anyone attending the meeting remotely loses connection the meeting will continue and they will have the option to follow the meeting via the YouTube live stream.

Minutes of the Cabinet

12 July 2022

-: Present :-

Councillor Steve Darling (Chairman)

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

(Also in attendance: Councillors Barnby, Barrand, Brooks (virtually), Bye, Foster, Kennedy, Barbara Lewis (virtually), Chris Lewis (virtually), David Thomas and Jacqueline Thomas(virtually))

361. Minutes

The Minutes of the meeting of the Cabinet held on 14 June 2022 were confirmed as a correct record and signed by the Chairman.

362. Communications

The Cabinet Member for Children's Services, Councillor Law advised Members that 11 July 2022, marked the 27th Anniversary of the Srebrenica genocide and led a minute silence as a mark of respect.

The Cabinet Member for Economic Regeneration, Tourism and Housing, Councillor Long advised Members that the Cabinet were aware of representations in respect of the condition of the building at 62-70 Victoria Street, Paignton and that officers were in discussion with the owners with regards to its condition. However, Councillor Long wanted to reassure Members and the public that should these discussions not result in a positive outcome the Cabinet would request officers explore other options including a Compulsory Purchase Order.

The Cabinet Member for Infrastructure, Environment and Culture, Councillor Morey informed Members that officers had submitted a bid to the Levelling Up Fund Round 2 for a cycleway between Lowes Bridge and Newton Abbot.

363. 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.

364. Torbay Local Plan Update

365. Kerbside Green Waste Collection Service

- 366. Torbay Economic Growth Strategy and Action Plan**
- 367. Turning The Tide on Poverty Update - Report of the Overview and Scrutiny Board**
- 368. Joint Health and Wellbeing Strategy**
- 369. Adult Social Care - Annual Local Account 2021/22**
- 370. Final Budget Monitoring 2021/22 (April 2021 - March 2022)**

Chairman/woman

Record of Decisions

Torbay Local Plan Update - Housing Growth Scenarios

Decision Taker

Cabinet on 12 July 2022.

Decision

1. That, based on Torbay's exceptional circumstances, an alternative approach to the Government's "standard method" calculation of housing need should be carried out based on current and future demographic trends and market signals;
2. That members approve a draft "Regulation 18" consultation on site options to commence in September 2022 based on the contents of this report;
3. That the scope of the Local Plan Update also be expanded to update policies on Climate Emergency, infrastructure, employment and the Strategic ("SS") policies in the Local Plan;
4. That the plan period is extended to 2040 "and beyond" in recognition of the urban regeneration opportunities and requirements of national planning policy to have a minimum of 15 years for strategic policies;
5. That the Local Development Scheme is updated according to the content of this report and be published accordingly;
6. That the Divisional Director of Planning, Housing and Climate Emergency, in liaison with the Cabinet Member for Infrastructure, Environment and Culture continues "Duty to Cooperate" discussions with neighbouring authorities, based on Officers' current advice that Torbay does not have the environmental capacity and there is insufficient viability to deliver the Government's "Standard Method" local housing need figure, despite the pressing need for affordable housing.

Reason for the Decision

Due to the extent of issues under consideration, it was recommended that a consultation was carried out under Regulation 18 "Issue and Options". This would enable greater latitude to consider options than a "Regulation 19" Preferred Option consultation.

Implementation

This decision will be implemented immediately.

Information

During January 2022 and February 2022, a consultation on 'Growth Options' was undertaken, the Cabinet considered a report that recommended the next steps of an updated Local Plan. Due to the extent of issues under consideration, it was recommended that a consultation was carried out under Regulation 18 "Issue and Options". Enabling greater latitude to consider options than a "Regulation 19" Preferred Option consultation. The consultation would seek

views on which of the sites or clusters of sites were acceptable to bring forward for development.

It was recommended that the Local Plan Update focussed on brownfield regeneration sites and promoted development in town centre and waterfront locations.

At the meeting Councillor Morey proposed and Councillor Steve Darling 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

Alternative options were set out in the submitted report.

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

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Kerbside Green Waste Collection Service

Decision Taker

Cabinet on 12 July 2022.

Decision

That:

1. SWISCo are instructed to deliver an opt in, paid for kerbside garden waste collection service as soon as possible;
2. The Director of Finance be requested to use his delegated authority to introduce a new charge for the service to be fortnightly, all year round and charged at £50 p/a (£40 for CTSS) per 240 litre bin, in accordance with Financial Regulation, paragraph 5.10 (in consultation with the Leader of the Council, Cabinet Member for Finance and Chief Executive); and

That Council be recommended:

3. That the Director of Finance be delegated authority, in consultation with the Leader of the Council and Cabinet Member for Finance, to provide Council funding by prudential borrowing for the Council to purchase the bins for garden waste or provide a loan to SWISCo for their purchase.

Reason for the Decision

Torbay Council's recycling rate is currently 37% and below the target of 50%. A key element to increasing the recycling rate is to increase opportunities for the recycling of garden waste.

Implementation

Decision 1 and 2 will come into force and may be implemented on 25 July 2022 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny). Decision 3, will be considered by the Council on 21 July 2022.

Information

The only green waste recycling option (other than in garden composting) currently available to Torbay residents is the Household Waste and Recycling Centre in Paignton or seasonal remote collection points in Torquay and Brixham. Torbay's waste flow data shows approx. 1500 tonne of garden waste is disposed of in the residual stream every year. Collecting and recycling this garden waste offers potential for improvements of Torbay's recycling rate by up to 6%, therefore making an important contribution towards the Council's climate emergency commitments.

A charged garden waste collection was identified in the Resource and Waste Strategy for Torbay, by the target date of 2023. The Resource and Waste Strategy sets out that this collection will reduce the amount of green waste that is put into the residual bin and will lead to an improvement in Torbay's recycling rates.

At the meeting Councillor Morey proposed and Councillor Law 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

The alternative option to an opt in charged for service would have been to offer a free service to all households with a garden (approximately 45,000 properties).

Although this was promoted as the preferred option of Central Government, on the basis of new burdens funding this being a net nil cost to local authorities, DEFRA has not confirmed any further details. The results of the Government consultation were due to be published in July 2022, delayed from Autumn 2021, however any changes will then have to be included in new legislation relating to the Environment Bill, as is in reality a number of years away. At the current time a free service would cost Torbay Council approx. £1.2 m per annum plus capital costs of approximately £1.6m

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

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Torbay Economic Growth Strategy and Action Plan 2022-2030

Decision Taker

Cabinet on 12 July 2022.

Decision

That the draft Torbay Economic Growth Strategy and Action Plan 2022-2030 be approved for public consultation.

Reason for the Decision

The Torbay Economic Growth Strategy underpins the Council's focus on delivering its corporate priorities and better outcomes for the community with a longer-term plan to address key issues and opportunities and build upon recent successes.

Implementation

This decision will be implemented immediately.

Information

The Torbay Economic Growth Strategy 2022 - 2030 provided direction for Torbay Council and its partners responsible for championing Torbay and delivering with its communities in respect of the economic development of the place. The extent of the challenges facing Torbay's economy, suggest that there was a compelling argument for economic growth to be the strategic priority for the Council in the coming years given the risk that a failing economy presents for education, health and other outcomes.

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

An alternative option would be to continue with the existing strategy, this option was discounted as the existing strategy did not take into account the impact and response to the Covid-19 pandemic.

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

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Turning The Tide on Poverty Update - Report of the Overview and Scrutiny Board

Decision Taker

Cabinet on 12 July 2022.

Decision

That the Cabinet's response to the Turning the Tide on Poverty Update – Report of the Overview and Scrutiny Board be approved, as published.

Reason for the Decision

The Cabinet was required to respond to the findings within the report of the Overview and Scrutiny Board.

Implementation

This decision will come into force and may be implemented on 25 July 2022 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 update report of the Overview and Scrutiny Board on Turning the Tide on Poverty. In accordance with section D7 of Standing Orders in relation to 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 Stockman 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

None.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Joint Health and Wellbeing Strategy 2022 - 2026

Decision Taker

Cabinet on 12 July 2022.

Decision

That Cabinet recommends to Council:

That the Joint Health and Wellbeing Strategy 2022-26 as set out in Appendix 1 to the submitted report be approved.

Reason for the Decision

To ensure that the Council complies with the statutory requirement for all upper tier local authorities to have in place a Joint Health and Wellbeing Strategy.

Implementation

The recommendation of the Cabinet will be considered at the Council meeting on 21 July 2022.

Information

Local Authorities have a duty to produce, through the Health and Wellbeing Board, a Joint Health and Wellbeing Strategy setting out priorities to address the needs of the population.

The Joint Health and Wellbeing Strategy 2022-2026 sets out areas of focus and key actions to improve lives in Torbay over the next four years. The strategy was prepared in collaboration with Health and Wellbeing Board partners over several months and the areas of focus and cross-cutting areas represent priorities for agencies working across Torbay to improve the health and wellbeing of residents.

At the meeting Councillor Stockman proposed and Councillor Long 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

The Joint Health and Wellbeing Strategy was a partnership document setting out priorities for strategic activity and therefore alternative options were not 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

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Adult Social Care - Annual Local Account 2021/22

Decision Taker

Cabinet on 12 July 2022.

Decision

That;

- (i) the Local Account set out in Appendix 1 to the submitted report be approved; and
- (ii) the Local Account to be published in accordance with Government requirements.

Reason for the Decision

The Annual Local Account is a statutory reporting requirement that reflects how Adult Social Care, delegated to Torbay and South Devon Foundation Trust, has performed against national and local performance indicators.

Implementation

This decision will come into force and may be implemented on 25 July 2022 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Local Account for Adult Social Care sets out what has been achieved for local people in relation to adult social care by outlining the level of performance for the last financial year and the Council's commitment to future service delivery.

At the meeting Councillor Stockman proposed and Councillor Long 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

None.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Final Budget Monitoring 2021/22 (April 2021 – March 2022)

Decision Taker

Cabinet on 12 July 2022.

Decision

That Cabinet notes the report and recommends to Council:

That the Council notes that the following revenue outturn actions were agreed as a part of the March 2022/23 budget approval;

1. carrying forward £0.57m for Highways; and
2. notes the decision of the Section 151 officer to carry forward of £0.2m to be used as follows:
 - a. £0.1m allocated to support the impact of the 'cost of living' crisis; and
 - b. £0.1m allocated to support the implementation of the new customer relationship management software.

Reason for the Decision

To ensure the Council operates in a prudent manner and works to maintain a balanced budget.

Implementation

The recommendations of the Cabinet will be considered at Council meeting on 21 July 2022.

Information

The Budget Monitoring 2021/22 Quarter Four – Outturn report provided a high-level budget summary of the Council's final revenue and capital position for the financial year 2021/22.

At the meeting Councillor Cowell proposed and Councillor Steve Darling 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 alternative options 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

15 July 2022

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Meeting: Cabinet/Council **Date:** 30th August 2022/15th September 2022

Wards affected: All Wards

Report Title: English Riviera Destination Management Plan Review

When does the decision need to be implemented? 15th September 2022

Cabinet Member Contact Details: Cabinet Member for Economic Regeneration, Tourism and Housing, Councillor Swithin Long, swithin.long@torbay.gov.uk

Director/Divisional Director Contact Details: Alan Denby, Divisional Director Economy, Environment & Infrastructure | Place, alan.denby@torbay.gov.uk

Supporting Officer Contact Details: Carl Wyard, Economy & Enterprise Manager, TDA, carl.wyard@tda.uk.net

1. Purpose of Report

- 1.1 The purpose of the report is to seek the Council's approval of the English Riviera Destination Management Plan (DMP) following public consultation.
- 1.2 The new Destination Management Plan 2022-30 sets out the vision and objectives, markets for growth, destination development, management, delivery model and action plan to take the destination forward.
- 1.3 It's time to refresh and reposition the English Riviera as the UK's premier holiday resort of the future.

2. Reason for Proposal and its benefits

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.

We want thriving people; thriving economy; tackling climate change; Council fit for the future.

- 2.1 The proposals in this report help us to deliver this ambition by ensuring there is a planned approach to the recovery and growth of the visitor economy post Covid-19.
- 2.2 The Destination Management Plan 2022-2030 sets out the interventions that can help propel the English Riviera forward. The Plan isn't everything that can and will happen but includes proposals which will shift the destination into a higher gear, that build on the

inherent strengths and reflect market trends and opportunities and helps achieve a more sustainable and resilient destination.

2.3 The Plan will achieve its objectives by:

- Attracting new (targeted) and existing visitor markets and an improved reputation and profile for the destination
- New product investment and development of the existing offer, making the most of our natural and cultural assets
- Better destination management, visitor welcome (and resident satisfaction)
- Clear delivery arrangements through collaborative, partnership working

2.4 The DMP contains growth priorities and actions linked to destination development underpinning growth. These are the interventions that will see the destination shift into a higher gear. There are also a number of underpinning priorities and delivery tasks which will maintain competitiveness and ensure that delivery arrangements are realistic and fit for purpose.

3. Recommendation(s) / Proposed Decision

3.1 That the Cabinet recommends to Council that the Destination Management Plan be approved as set out in Appendix 1 to the submitted report; and

3.2 That subject to the above, Cabinet approves the actions set out in the Destination Management Plan (that form an 'action plan') and that implementation of the action plan be monitored and reviewed annually by the Overview and Scrutiny Board.

Appendices

Appendix 1: English Riviera Destination Management Plan 2022-2030

Appendix 2: English Riviera Destination Management Plan Baseline Report (the evidence base)

Background Documents

None

1. Introduction

- 1.1 TDA on behalf of Torbay Council commissioned a piece of work to review and update the English Riviera Destination Management Plan (DMP), creating a new plan with a clear, strategic way forward for the destination.
- 1.2 Following an open procurement process, including listing the contract opportunity on Supply Devon to attract local suppliers (and gaining at least three quotes), Blue Sail Consulting were appointed in October 2021.
- 1.3 The six weeks public consultation for the draft English Riviera Destination Management Plan is now complete and the draft plan has been revised (as appropriate) with the feedback received.
- 1.4 The new Destination Management Plan (2022-30) is a policy framework document that will sit under the new Torbay Economic Growth Strategy. The Evidence Base informing the development of the new Torbay Economic Growth Strategy details the importance and challenges facing tourism and the visitor economy. The new DMP will play a key role in delivering this element of the Torbay Economic Growth Strategy and is aligned to the Torbay Story.
- 1.5 The new DMP sets out the vision, objectives, growth markets, development priorities and action plan to take forward and is aligned to Torbay Council's Corporate Plan, the ambition to be the UK's premier destination, the Torbay Story, the English Riviera UNESCO Global Geopark, culture and events.

1.6 The Vision Statement:

It is time to refresh and reposition the English Riviera as the UK's premier holiday resort of the future. With a unique heritage, encompassing three towns, each offering a different coastal experience, set within an exceptional natural environment, the English Riviera is so much more than the sum of its parts.

Combining tradition and contemporary, we have a bright future. The English Riviera can offer the best of the seaside, outstanding seafood, exciting activities on and off the water, authentic cultural events and experiences, and a globally significant UNESCO Global Geopark designation that runs like a golden thread through the entire visitor experience.

1.7 The four target growth markets are:

- Fun by the sea families
- Young Actives
- Cultural Explorers
- Business Tourism and Events

1.8 The four key themes are:

- Food and Drink
- On and in the Water
- UNESCO Global Geopark
- Culture and Events

1.9 There are seven Destination Management Priorities to take the Plan forward:

1) Brilliant Basics – those public services and open spaces (including beach management, street cleansing, signage, toilets, grounds maintenance, parking) which contribute to the visitor welcome, experience and overall satisfaction of the destination. Consideration is therefore needed for the management of these services to support the objectives of the plan and to grow the visitor economy all year round.

2) Visitor Accommodation – the management of accommodation change of use with Council planning policies is essential to avoid the risk and drift toward low quality visitor accommodation and negative consumer reviews. Efforts to identify alternative use and relevant new products complementing this plan should be taken forward.

3) Towns & Connectivity – public realm and regeneration improvements to continue to further support tourism and the needs of the visitor.

4) Sustainable Tourism – the growing need to address climate change and consider measures that would have the greatest impact in reducing climate impact from tourism.

5) Skills – Making tourism an attractive carer choice for young people with exciting career pathways needs to start early with early 'Information, Advice and Guidance', is essential to growing the visitor economy.

6) Research & Insights – monitoring progress and views of visitors and businesses and to explore brand identity impact.

7) Business Tourism - to rebuild and grow the opportunities for regional/national

association conferences and events within a 50-mile radius, whilst strengthening links with venues and businesses.

- 1.10 **Delivery and organisation** – the Destination Management Group (DMG) has a critical role to take the plan forward, bringing the different organisations together. It's recommended this structure continues, making the best use of resources and working collaboratively in partnership to deliver the plan's objectives. In line with the annual review, the DMG will receive updates on progress against the plan, reported through to the Divisional Director of Economy, and reviewed annually by the Overview and Scrutiny Board.

2. Options under consideration

- 2.1 Continue with the existing plan but this is no longer appropriate and out of date.
- 2.1 Adopt the new plan as set out.

3. Financial Opportunities and Implications

- 3.1 The review of the policy will have no short-term financial implications, as it will be delivered as part of the contract fee paid by Torbay Council to TDA. Ultimately, it is expected that there will be both opportunities and implications. The Destination Management Plan and its action plan has informed the Council's investment plan to the UK Shared Prosperity Fund and other similar funding programmes.
- 3.2 Furthermore, the action plan is likely to require a refocus of existing resources and potentially require additional resources over and above that currently available for delivery. Where possible, other funding sources will be sought.

4. Legal Implications

- 4.1 There are no legal implications with this proposal.

5. Engagement and Consultation

- 5.1 The six weeks public consultation for the draft English Riviera Destination Management Plan is now complete, taking place 24th May to 5th July. The consultation included the following activity to engage and encourage completion of the online survey:
- Local businesses – via TDA and English Riviera BID distribution lists.
 - Residents – via local press, Torbay Council channels (social media, e-newsletters, website etc), local Facebook groups.
 - Torbay public and community sector organisations – via email survey and asking them to share on their channels.

- Torbay Council, TDA and SWISCo staff – promoted the survey to staff via internal channels (e.g. Insight, Staff News (Torbay Council); SWISCo Staff News; TDA internal channels)
- Councillors – Sent survey link and information about the DMP to all elected councillors via the Members Briefing and ask them to complete and share with their own contacts.

5.2 The online survey ran from 24th May to 5th July on Torbay Council’s consultation website page. 109 anonymous survey completions were received, and results show respondents are supportive of the plan and the direction of travel.

5.3 Top line analysis shows:

- 83% of respondents agree with the new vision statement (49% strongly agree, 34% agree)
- 84% agree with the draft plan’s objectives (47% strongly agree, 37% agree)
- 70% of respondents agree with the target growth markets (28% strongly agree, 42% agree)
- 74% of respondents agree with the priority themes (35% strongly agree, 39% agree)
- 59% of respondents agree with the actions in the draft plan (17% strongly agree, 42% agree)

5.4 The survey also had two open/ free text questions asking if the draft plan had missed anything or if respondents had anything else they would like to add. This free text data has been analysed and identified the following key themes/ issues:

- Public safety concerns – Anti Social Behaviour (ASB), Castle Circus/ Factory Row, drug use, clean up the high streets, street crime.
- Retail offer – quality, quantity, empty shops, appearance, graffiti.
- ‘Brilliant basics’ related:
 - Parking - quality, cheaper
 - Beaches - accessibility, quality, upkeep, free parking
 - Towns upkeep, street cleaning, roads maintenance
 - Toilets – access, free
 - Transport links/ accessibility
- Town centre regeneration/Economic Strategy related - pace of projects, other sectors related comments, appearance of the high streets, Community Wealth Building related - opportunities for local businesses.
- Cultural offer – comments centred around promotions, product development, attracting new visitors.

- Sustainability – improvements needed in the plans’ content on green, low carbon opportunities for Torbay.
- Council events strategy – general support for more public events, good feedback for Music on the Meadows.

5.5 The DMP has been updated to address the points raised and edits have been made where it’s appropriate, some tweaking was needed to ensure the wording and language is clear. For example, with the cultural offer, this is identified in the Plan as a target growth market and development opportunity for the destination in the DMP. Suggestions for improvements on sustainability have been included in the final draft of the DMP.

5.6 It should be noted that not all the points raised are appropriate for the DMP to take forward, some of the issues raised are known and complex and the data has therefore been shared with relevant colleagues to address. E.g ASB. In addition, other feedback is more related to other strategies, again data has been shared.

5.7 Feedback from Council Overview and Scrutiny from 8th June meeting has been received, reviewed and actioned as follows:

7 Recommendations	Response/Action
To consider extending the period covered by the Destination Management Plan to 2030 to tie up with the Local Plan and Economic Strategy;	<ul style="list-style-type: none"> • Action: Completed
To revisit the number of priorities to ensure a more focussed and targeted approach reducing them from 28 actions and to identify quick wins which could be implemented within a few months e.g. better signage, heritage trails etc.;	<ul style="list-style-type: none"> • Action: Completed, actions have been reduced, and quick wins identified
To regularly monitor the action plans to ensure that proposals are implemented and reprioritised as appropriate	<ul style="list-style-type: none"> • An annual review has been set out in the action plan, a process, data dash board for reporting will be set up for DMP implementation (next stage of work). • DMG meetings will also be used to monitor progress. • Action: Review DMP wording so this is clear.
To continue working closely with South Devon College, schools and local businesses to encourage people into jobs and apprenticeships within the tourism sector in Torbay;	<ul style="list-style-type: none"> • Completed - SDC are the lead partner for this work and in the DMP action plan. • This work is also a focus of the Economic Strategy.

To ensure that the Destination Management Plan dovetails with the emerging revised Economic Strategy;	<ul style="list-style-type: none"> • Completed.
To consider rewording the start of the document to put it in context with the trends which have evolved over a number of years; and	<ul style="list-style-type: none"> • Action: Completed.
To ensure better signage and connectivity within individual towns in addition to between the three towns.	<ul style="list-style-type: none"> • Action: Review the actions and wording. • Note – there are plans to update the brown signs around the three towns which will also improve connectivity.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 TDA, on behalf of Torbay Council commissioned a piece of work to review and update the English Riviera Destination Management Plan, creating a new plan with a clear, strategic way forward for the destination.
- 6.2 Following an open procurement process, including listing the opportunity on Supply Devon to attract local suppliers and gaining at least three quotes, Blue Sail Consulting were appointed, who are based in Bournemouth.
- 6.3 The Destination Management Plan links to thriving economy, in particular the ambition to be the premier resort in the UK.

7. Tackling Climate Change

- 7.1 The new Destination Management Plan is aligned to and supports Torbay's carbon neutral ambitions. The DMP offers the opportunity to think about an approach and actions that will help move tourism and the English Riviera towards a goal of Net Zero.
- 7.3 Tourism faces some big challenges, not least how to develop sustainably and respond to the climate crisis, there is also the need to think about growth that is sustainable.
- 7.4 The priority themes to drive tourism growth set out in the plan are not everything that can or will happen. Rather they are the focus for development which is sustainable, pragmatic, deliverable and catalytic and which responds to the market opportunities identified for the destination in the plan.

8. Associated Risks

- 8.1 The adoption of the Destination Management Plan 2022-30 is fundamental in ensuring the Council can set the framework for developing Torbay's tourism economy, repositioning the English Riviera as the UK's premier holiday resort of the future.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	There is a skills priority focus and associated actions in the plan, to enable business engagement and promoting attractive career pathways in the sector.		
People with caring Responsibilities			No differential impact.
People with a disability	Tourism developments should be encouraged to be fully accessible.		
Women or men			No differential impact.
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	Alignment with the report commissioned for the Economic Strategy.		
Religion or belief (including lack of belief)			No differential impact.
People who are lesbian, gay or bisexual			No differential impact.
People who are transgendered			No differential impact.
People who are in a marriage or civil partnership			No differential impact.

Women who are pregnant / on maternity leave			No differential impact.
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The plan seeks to create new job opportunities for residents that will improve the quality of life for them and their families		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Providing increased employment opportunities can take households from 'workless' to working. This can provide additional income for families to support a healthier lifestyle.		

10. Cumulative Council Impact

10.1 None

11. Cumulative Community Impacts

11.1 None

English Riviera Destination Management Plan 2022-2030

July 2022



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1. Vision and Objectives

Introduction

The English Riviera has a strong history of being a premier coastal resort, with a tourism sector that supports local and regional businesses, creates local jobs, and contributes to the sense of pride in place and quality of life. However, in recent times the English Riviera has struggled to keep pace with changing market needs, with the impact of Covid-19, climate crisis and most recently the cost-of-living crisis are creating unprecedented challenges.

The English Riviera has many wonderful assets and a proud and committed partnership of business and public agencies that want to see the destination flourish. This Destination Management Plan (DMP) sets out the priority actions and delivery tasks that can help the destination succeed. It is informed by local voices but driven by the needs and wants of the visitor.

Vision Statement

The ambition for the English Riviera is encapsulated in the following vision statement:

It is time to refresh and reposition the English Riviera as the UK's premier holiday resort of the future. With a unique heritage, encompassing three towns, each offering a different coastal experience, set within an exceptional natural environment, the English Riviera is so much more than the sum of its parts.

Combining tradition and contemporary, we have a bright future. The English Riviera can offer the best of the seaside, outstanding seafood, exciting activities on and off the water, authentic cultural events, and experiences, and a globally significant UNESCO Global Geopark designation that runs like a golden thread through the entire visitor experience.

Objectives

This DMP runs from 2022-2030, it is a policy framework document that sits under the Torbay Economic Growth Strategy 2022-2030 and sets out the interventions that can help propel the visitor destination forward. It isn't everything that can and will happen but includes proposals which will shift the destination into a higher gear, that build on the inherent strengths, reflecting market trends and opportunities and help to achieve a more sustainable and resilient destination.

Objectives for the life of this plan are:

- **Recover** – return to 2019 spend and visitor levels by 2024
- **Grow** – achieve an additional £75m of tourism spend and 1,500 new FTE jobs by 2030
- **Re-balance** – more sustainable visits, with 40% of visits from October - March (currently 35%¹)

These objectives will be achieved by the following priorities:

- **Markets, positioning and branding** - attracting new and existing visitor markets and an improved reputation and profile for the destination
- **Destination development** - new product investment and development of the existing offer
- **Destination management** - better destination management and visitor welcome (and resident satisfaction)
- **Organisation and delivery** - clear delivery arrangements

As set out below, this DMP contains growth priorities and actions linked to destination development underpinning growth. These are the interventions that will see the destination shift into a higher gear. There are also a number of underpinning priorities and delivery tasks which will maintain competitiveness and ensure that delivery arrangements are realistic and fit for purpose.

Growth Priorities and Actions

Destination Management Theme: Food and Drink

Actions

- Sustainable food and drink destination
- Seafood Feast as a signature event
- Inspiring dining

Indicators

- Spend on local suppliers
- Event economic impact
- Value of media coverage

Destination Management Theme: On and in the Water

Actions

- Watersports hub development
- Business development
- Packaging on and in the water experiences

Indicators

- Feasibility study delivered
- No. businesses supported

¹ Economic Impact of Devon's Visitor Economy. South West Research Co. 2019

- No. new experiences

Destination Management Theme: UNESCO Global Geopark

Actions

- Geopark Interpretation
- Digital Geopark Trails
- Designated Landscapes Partnership

Indicators

- No. businesses using Geopark
- No. geopark trails
- Geopark profile

Destination Management Theme: Culture and Events

Action

- Thematic Interventions

Indicators

- Critical appraisal
- Events delivered

Underpinning Priorities and Tasks

Markets, Positioning and Branding

Tasks

- Market research
- Brand strategy review
- Marketing strategy review

Indicators

- Higher market awareness
- Marketing reach

Destination Management

Tasks

- Policy review
- Joint response to visitor survey
- Public realm improvements
- Bus network improvements
- Cruise development
- Green Tourism Award for business
- Carbon Neutral Torbay action plan

- Education/ business plans for tourism
- Workforce skills
- Annual performance review
- Meet English Riviera

Indicators

- Stock of serviced accommodation
- Increased visitor satisfaction
- No. cruise arrivals
- No. businesses with accreditation
- Carbon impacts from tourism
- No. businesses engaged
- Monitoring DMP actions
- Value of conference bookings

Delivery, Organisation and Resources

Tasks

- DMG Terms of Reference
- DMP Annual Review

Indicators

- Terms of Reference
- Annual Review

Outcomes

- Higher destination awareness and profile
- Increased marketing impact
- Increased visitor spend
- More skilled workforce and tourism seen as an attractive career
- Strong leadership for the visitor economy
- Improved destination experience
- More sustainable destination
- External funding secured to support priorities

2. Setting the Scene

This section contains a summary of the detailed analysis, which is contained in an accompanying Baseline Evidence document.

The Sector

The English Riviera has a substantial visitor economy, as illustrated in Figure 1, and there has been steady progress during the previous DMP (2017-21), in particular:

- Strengthened partnership working across the private and public sector, with a new Destination Management Group (DMG) overseeing DMP delivery.
- Improved marketing delivery through focused work of the English Riviera BID Company Ltd (ERBIDCo).
- Better links between the sector and skills development, with the close collaboration of South Devon College (SDC).

As a traditional coastal resort, it is perhaps unsurprising that holidays dominate the visitor profile at 78% of all visits, compared to the England average of 47%, and 29% of all visits taking place during July and August ².

Covid-19 has undeniably had a devastating impact on the resort. Despite this, the sector has remained resilient with positive results from summer 2021 and achieving accolades such as TripAdvisor's 2021 Number 1 Staycation Destination. There has also been continued investment in products and businesses across the destination.



Figure 1: The English Riviera Visitor Economy 2019

² Great Britain Tourism Survey. VisitBritain. 2019

National Strategic Context

The 2021 independent review of Destination Management Organisations (DMOs) in England, the 'De Bois Review' recommended the implementation of a new tiering system of DMOs and structured support for tourism and describes the confusing array of organisations highlighting the South West in particular. The review recognises the benefits of longer-term commitments to marketing with funding models delivered by Business Improvement Districts (BIDs) and Tourism BIDS (TBIDS), with significant return on investment from the English Riviera (£75: £1³) being the highest of those DMOs that responded to the review. In responding to the review, published in July 2022, the Government has indicated its support for reduced fragmentation and better co-ordination with proposals for a new accreditation for tourism DMOs (renamed Local Visitor Economy Partnerships). It has however chosen to initially pilot a new regional Destination Development Partnership model with funding for one area in England, (yet to be determined). At the time of writing, there is still much detail to be worked through and the English Riviera should continue to work in partnership with neighbouring areas in Devon and the Great South West Tourism Partnership, strengthening collaboration wherever possible.

The recent outcomes of COP26 and the Glasgow Declaration on Climate Change for Tourism, as well as the 'Towards 2030' prospectus from the Great South West Tourism Partnership, lay down the challenge of achieving clean growth and Net Zero in tourism by 2050. Therefore, it is imperative to start now. This DMP offers an ideal opportunity to think about an approach and actions that will help move the English Riviera and tourism businesses towards a goal of achieving Net Zero. However, this DMP cannot include everything that is needed to achieve this. Therefore, by working in partnership to align the DMP with Carbon Neutral Torbay, and with support from Torbay Climate Partnership and Torbay Council's Climate Emergency Officer to identify suitable opportunities, should go hand in hand when implementing the plan.

Local Strategic Context

As with most local areas, there are various corporate plans and strategies for place, economic development, community, culture, heritage, and events. This DMP aligns with Torbay's strategic and corporate plans and the vision of the Torbay Story, (launched in early 2022), all of which will help the English Riviera thrive as a sustainable visitor destination.

In addition to the distinctive three towns that make up the English Riviera, each with their own Torbay story theme and appealing to different visitor markets, the review of the English Riviera visitor experience also identified six 'signature experiences':

- UNESCO Global Geopark – designation covering the whole of the English Riviera
- Beside the Sea – boats and harbours, boat trips, seaside and beaches, seafood
- Family fun – beaches, wide range of family attractions

³ ERBID1 results. ERBID 2 Final Business Plan. English Riviera BID Company Ltd 2021.

- Walking – the South West Coast Path, UNESCO Global Geopark Walks, John Musgrave Heritage Trail
- On and in the Water – adventure activities, stand up paddle boarding, kayaking, RIB rides, sailing and sea swimming
- Heritage and Culture – museums, theatres, and galleries, including Agatha Christie related heritage and events.

In addition to these leisure signature experiences; the English Riviera has a range of conferencing and business event facilities for business visitors and conference and event organisers. This includes purpose-built venues such as the Riviera International Conference Centre (RICC), established hotels with conference and meeting spaces such as The Grand, The Imperial and Livermead Cliff Hotel, unique venues such as Torre Abbey, and new build hotels such as the Hampton by Hilton, Ibis and Mercure adding yet more modern facilities.

Comparators and Best Practice

From the examples of best practice in other destinations, the underlying lessons to take forward are:

- Quality is key – in public realm, gateways, accommodation, and attractions.
- Communities and businesses need to ‘buy in’ – to the DMP delivery and working collaboratively on taking the actions forward. E.g. adopting messaging, sustainability and low carbon, and interpretation opportunities from the UNESCO Global Geopark.
- Creativity must be nurtured – E.g. ‘pop-ups’ in redundant spaces.
- Activities are fun to watch as well as ‘do’ – water activities development, supporting activity with essential changing facilities.
- Culture and events can animate and invigorate destinations - and have the greatest impact out of the summer season, but they have a lifecycle and need to adapt or risk losing impact.
- ‘Brilliant Basics’ - successful visitor destinations look after their ‘brilliant basics,’ such as toilets, parking, cleanliness, access, and water quality. While these things do not drive visits, if not looked after they will put visitors off coming.

DMP Consultation

The input of stakeholders, businesses and residents through online surveys, a series of workshops and one to one consultations, provided many useful insights including:

- There is inconsistent quality across the visitor experience, including town centres and accommodation.
- An over-supply of accommodation is depressing prices and restricting investment. Current planning policies (TO2 Change of use of tourism accommodation and facilities⁴) are helpful in addressing this but need to go further.
- Environmental and sustainable improvements are needed and important.
- Market awareness and appeal of the English Riviera brand. There is a recognition that it unites the destination, giving coherence and a focus for businesses.
- The UNESCO Global Geopark designation is important, but often underused and misunderstood.
- Tor Bay is a magnificent asset, and the underlying quality of the award-winning beaches, harbour and marine and sea-based activities are excellent.
- Developing demand out of the main summer season is vital.
- Connectivity between the towns, including signage and the rail stations, needs improving.
- New markets demand a better range of food and drink, culture, retail, music, and entertainment and see other destinations offering this.
- Culture is important to the destination and can be used and developed further to attract new visitors.
- The six weeks public consultation gained support for the plan's objectives, the vision statement, growth markets, priority themes and overall direction of travel.

⁴ Torbay Local Plan 2012-2030. Torbay Council. Adopted December 2015

3. Markets for Growth

Market Trends for the English Riviera:

- Time together - spending time with friends and family
- The outdoors - activity, health, and well-being
- The authentic - appeal of less visited, undiscovered places with distinctive local culture
- Experiential tourism – culture, heritage, events, experiences
- Responsible and sustainable tourism

What we Know

The English Riviera is primarily a UK domestic leisure destination, with over three-quarters of visitors on holiday (compared to England's average of just under half)⁵. Given the 'holiday focus' it is unsurprising that 29% of all visits take place in July and August⁶. And, again, not surprising with a holiday focus, visitors stay longer but on average spend less than the typical visitor elsewhere in England⁷.

The English Riviera has an impressively high return visitor rate of 89%, who typically rate their experience very highly. Whilst this is a great achievement, it is an issue to consider when coupled with Torbay's typically older visitor profile (71% aged over 55), and the lower satisfaction rates of first-time visitors to the destination⁸.

These key statistics paint a picture of a destination which is highly dependent on an ageing market and summer visitors.

To survive and grow, the English Riviera has to target a broader range of market segments, who are able and willing to spend more throughout the year. Impressing these new markets during a first-time visit, to nurture a new generation of loyal visitors should be a top priority, and so the needs and wants of these segments should in turn dictate the investment in new product and experience development.

Target Markets

Three leisure segments have been selected as having growth potential for the English Riviera, drawing on robust research by ERBIDCo, VisitEngland and other UK National Tourist Boards (VisitScotland, VisitWales, Fáilte Ireland). Realising the growth potential of these segments will depend on the development of the offer and so should be built up over time. A fourth business tourism segment has also been identified, as a market to sustain and rebuild, capitalising on the destination's existing and emerging assets.

⁵ 3-year averages 2019-2019, Great Britain Tourism Survey, Visit Britain

⁶ %s for Devon. The Economic Impact of Devon's Visitor Economy 2019, the South West Research Company Ltd

⁷ 3-year averages 2019-2019, Great Britain Tourism Survey, Visit Britain

⁸ Stats from English Riviera Visitor Survey 2021

Geographically, the primary focus for the English Riviera should be on the UK domestic market, where there is significantly more growth potential and return on marketing investment will be greater. In general, targeting should concentrate on a four-hour travel time for staying visitors.

Fun by the Sea Families

Immediate priority:

- UK Families with younger children (<13): extended families, multi-generational, groups.
- Strong affinity towards England breaks, particularly seaside during summer and other school holidays, weekends, Easter - October.
- Highly motivated by beaches, small towns, outdoor leisure, theme parks, family attractions
- Cheaper/affordable accommodation especially caravans/ holiday parks
- Prepared to spend on treats and entertainment for the children
- Child-friendly attractions and activities are a must
- 'Fun' is the name of the game – learning is an added bonus
- Need detailed practical information to reassure and inspire



Young Actives

Short-medium term:

- Groups of friends and couples in 20s-30s
- Year-round, but mostly Autumn-Spring
- Activity is more important than place
- Looking for excitement and adrenaline activities
- Good infrastructure and facilities essential
- Good value accommodation
- Easy to access, organise, book etc.
- Socialising and sharing experiences – live and online



Cultural Explorers

Medium-longer term:

- UK, international and cruise visitors – couples, groups of friends
- Typically, 35+, older, working, and retired, no/post children
- Take lots of breaks and holidays, like to explore different places
- Year-round, mid-week and weekends.
- Want inspiring, authentic, interesting places within easy reach
- Interested in heritage, culture, gentle activities
- Natural environment and beautiful landscapes and vistas important (potential for geo-tourism)
- Quality, authentic local food, and drink – and good accommodation



Business Tourism and Events

Long term – sustain and rebuild:

- Regional/ national association conferences and corporate meetings within 30-50 miles,
- Will include international delegates
- Looking for easy access, value, quality and flexible spaces and good accommodation
- Post Covid-19 team building opportunities
- Complement leisure tourism – corporate and conferences mid-week and in spring and autumn.
- Wider leisure offer and social programmes important for some markets
- Opportunity around business to leisure ‘converters’



4. Destination Development

The English Riviera is an established coastal destination, but intense competition and changing visitor markets mean there is a continual need to develop new and better experiences to drive more visits, tackle the seasonal imbalance and increase spending and benefits for local communities and businesses.

Tourism faces some big challenges generally – not least how to develop sustainably and respond to the climate crisis, there is also a need to think about growth that is sustainable with a low carbon impact.

New developments, including those identified below, should all aim for zero carbon, with low impact to protect the natural environment and all impacts are minimised and in line with Torbay's carbon neutral 2030 target. This this should be evaluated as part of any business case and feasibility assessments, aligning with Carbon Neutral Torbay.

Finally, there is a need to manage expectations. Changes take time to deliver and are part of a 'long game' if the destination is to emerge stronger from the pandemic.

The growth priority themes which follow are not everything that can or will happen. Rather they are the focus for development which is pragmatic, deliverable and catalytic and which responds to the market opportunities for the English Riviera.

The four growth priority themes are:

- Food and Drink
- On and in the Water
- UNESCO Global Geopark
- Culture and Events

These development themes are the priority strategic Actions of the DMP for delivery partners to take forward, underpinning growth. They are explained in detail below, set out with a clear rationale validating their status:

Theme 1: Food and Drink

Expand and bring England's Seafood Coast concept to life. Re-launch with a focus on high-quality, local food and drink. Develop a reputation for food and drink that emphasises the sustainable production and consumption with stronger local supply chains across the English Riviera, and potentially wider into Devon and the South West.

Rationale

Food and eating out is increasingly important to visitors who seek authentic local experiences, but it is hard to be distinctive. The seafood sourced from Tor Bay's local waters is a strong Unique Selling Point. For visitors, it offers a 'flavour of the English Riviera and UNESCO Global Geopark' and the same product you can find in high end London restaurants at much better value. As well as flavours of the sea, there are flavours from the land to enjoy. Food and drink also offer an opportunity to fill and reinvigorate redundant spaces; and combined with music and entertainment can be a significant part of major events, as well as an opportunity for a standalone event in its own right.

Action 1: Sustainable Food and Drink Destination

Revive the ERBID food and drink focus group, explore options to work with the Devon Food Partnership and Sustainable Food Place award. Focus on initiatives to promote local producers/businesses to 'taste the English Riviera and UNESCO Global Geopark,' reduce food waste, sustainability and improve local supply chains. Develop appropriate support tools for businesses. Increase food and drink experiences, including pop-ups, 'try-me,' making, tasting and cookery experiences.

Outcome: 5% annual growth in spend on local suppliers

Measured by: Business Survey

Delivered by: ERBIDCo, Private Sector

Resources: £10,000 (new, per annum)

Timetable: 2022-27

Action 2: Relaunch England's Seafood Feast as a Signature Event

The September food and drink event should become a signature event in the destination calendar. Increase annual visitor footfall, overnight stays and spend

Outcome: £2.5m of annual economic impact

Measured by: Event Impact Survey

Delivered by: ERBIDCo, Private Sector, Torbay Council

Resources: Existing resources

Timetable: 2022-27

Action 3: Inspiring Dining

Enable inspiring dining spaces, such as around the waterfront, pop-ups, and redundant spaces/buildings to create special and unique places to eat and drink with a focus on quality and local.

Outcome: £100,000 equivalent PR/ media coverage

Measured by: Media Monitoring

Delivered by: Private Sector, Torbay Council

Resources: Existing resources

Timetable: 2023-30

Our inspiration

Shelter Hall is situated on Brighton's seafront in a formerly derelict 15,000 sq. ft Victorian building. It is a pop-up food market that brings together seven independent kitchens and a bar, split over two indoor floors and an outdoor terrace. It offers emerging chefs a four-month residency, opening their first physical space and gain access to up to 100,000 customers at the venue including mentorship and training. Sessions, which operates Shelter Hall, is currently looking to expand to new destinations.



Duke Street Market opened in the heart of Liverpool city centre in 2019. Self-described as a 'social eating concept,' it features six resident kitchens providing individual food concepts, a coffee kiosk, and bar within the shell of a restored 100-year-old warehouse covering 5,000 sq. ft.



Theme 2: On and in the Water

Develop on and in the water products and activities across the destination with world class provision for 'try-me' visitor experiences, as well as providing adequate facilities and services for self-equipped enthusiasts. Develop the connection with the UNESCO Global Geopark designation, improving visitors' awareness of the environment and link to land-based active experiences. Ensure all existing and new developments are designed, developed, and operated sustainably and with a low-carbon impact, protecting the natural environment and aligning to the ambitions of Carbon Neutral Torbay and the English Riviera UNESCO Global Geopark Environmental Policy Framework and Marine User Policy.

Rationale

The 2021 ERBIDCo Visitor Survey found that 84% of visitors visited the beach/ sea (23% of visitors gave this as the main reason for the visit). Water-based activities were pursued by 21% of visitors (5% of all visitors gave this as the main reason for their visit). 46% of those who did not

take part in water-based activities found the idea appealing. Sport England states that 27.6% of the total active population are active outdoors, and according to the Watersports Participation Survey (2018) the volume of participants increased for the third year in a row. 94% of all watersports activities in 2019 took place at the coast, and 38% of all activities were in the South East and South West. The south coast dominates participation in boating activity. The most popular activities in 2018 included spending leisure time at the beach, coastal walking, and outdoor swimming. There is a long-term trend for growth in surf/body/paddle-boarding, canoeing and small sailboat activities. Covid-19 has increased the interest and appeal of water-based activity and personal wellbeing, as evidenced through VisitEngland Covid-19 Sentiment Trackers.

Action 4: Watersports Hub Development

Undertake a feasibility study into a watersports hub development ensuring alignment to Carbon Neutral Torbay and the English Riviera UNESCO Global Geopark Environmental Policy Framework and Marine User Policy. Ensure new facilities are sustainable with a low carbon impact and interpret the Geopark and align to the Torbay Story messaging.

Outcome: Feasibility study delivered

Measured by: DMG monitoring

Delivered by: Torbay Council, Tor Bay Harbour Authority, TDA, ERUGGp

Resources: £20,000 (new, one off)

Timetable: 2023-24 (feasibility)

Action 5: Business Development

Enable on and in the water/ watersports development by supporting businesses to establish themselves and grow. As above, alignment to Carbon Neutral Torbay and the Geopark.

Outcome: 10 businesses supported

Measured by: Business Survey and DMG monitoring

Delivered by: Torbay Council, Private Sector, TDA

Resources: Existing resources/ identify new funding opportunities

Timetable: 2022–30

Action 6: Packaging on and in the Water Experiences

Develop 'on and in the water' experiences for distribution through new and established channels.

Outcome: 10 new experiences presented over DMP life

Measured by: Business Survey and DMG monitoring

Delivered by: ERBIDCo, Private Sector, Meet English Riviera

Resources: Existing resources

Our Inspiration

Coppet Hall Beach Centre in Saundersfoot, Pembrokeshire is a new building that contains a restaurant, watersports retail, activity centre, new public conveniences including family changing spaces and external beach showers. The Beach Centre is an environmentally friendly building - solar panels, air source heat pumps, a sedum roof, and improved footpath and cycling access all contribute to its BREEAM 'Excellent' rating. The restaurant 'Coast' focuses on using local ingredients and is recommended in the Michelin Guide. It was funded by a mix of private and public investment including Visit Wales' Coastal Tourism Project, part funded by the European Regional Development Fund through the Welsh Government.



Sideshore is a community-owned watersports centre that opened in 2020 in Exmouth. As well as a watersports centre offering equipment hire, lessons and wellness activities, the development includes a casual seafront bar, restaurant and café run by Exeter celebrity chef Michael Caines. It is a Community Interest Company (CIC) made up of representatives from the local area. It aims to be the most sustainable building it can possibly be - all tenants have signed "green leases" to ensure there is a ban on all single use plastics, twice as many solar panels were installed than the recommended coverage to generate as much renewable energy as possible, EV charging points and bike racks have been installed to encourage greener modes of transport, and construction was undertaken by a local firm, using 100% local staff.



Theme 3: UNESCO Global Geopark

The UNESCO Global Geopark designation is an international mark of quality and distinctiveness. Because Geoparks are about the connection between a landscape and people, the UNESCO Global Geopark essentially tells the story of the English Riviera and the story of its landscape. Key opportunities are to use existing and new experiences and locations to tell those stories in original and imaginative ways, highlighting and reinforcing the designation and running the UNESCO Global Geopark 'story of the landscape' through themes such as Heritage, Culture, Food and Drink, and Leisure. Sustainable tourism, Geo-tourism and 'Slow Tourism' initiatives are consistent with protecting and interpreting the landscape and reinforce the UNESCO Global Geopark designation.

Work should align with the Torbay Heritage Strategy and the recent Heritage Interpretation Framework, a tool providing thematic interpretation across heritage (natural and built), and which also encompasses the English Riviera UNESCO Global Geopark designation, as well as complementing the Torbay Story.

Rationale

2020 research⁹ showed that 76 UK UNESCO designated destinations benefited from £151m of additional revenue as a result of their designation, mostly in the form of tourism revenues. The designation is more than geology – it is a wraparound for the heritage and culture of this unique area. While Geoparks are often not well understood by visitors, the UNESCO designation nonetheless brings with it a reputation for quality and distinctiveness that should be the foundations for destination development. As the designation must be revalidated every four years, the development of relevant tourism product strengthens the likelihood of retaining the designation.

Action 7: Geopark Interpretation

Aligning to the Torbay Heritage Strategy & Heritage Interpretation Framework, integrate UNESCO Global Geopark into more products, experiences, visitor information and support businesses with creative storytelling and visual branding. Explore options to further engage with businesses to develop ideas, such as simple toolkits and workshops. Explore developing Geopark Ambassadors to help tell the story of the Geopark while supporting the visitor welcome.

Outcome: 10% of tourism businesses using UNESCO Global Geopark in information/ marketing

Measured by: Business Survey

Delivered by: English Riviera UNESCO Global Geopark (ERUGGp), Private sector

Resources: £10,000 (one off), existing resources/ identify new funding opportunities

Timetable: 2022-30

Action 8: Digital Geopark Trails

Develop options and implement digital trails for use on mobile devices with integrated interpretation.

Outcome: 3 new digital trails created and 5000 users/ downloads

Measured by: Usage figures for trail downloads

⁹UNESCO National Value Report UK (2020)

Delivered by: ERUGGp, ERBIDCo

Resources: £15,000 (one off), identify new funding opportunities

Timetable: 2023-30

Action 9: Designated Landscape Partnership Trails and Promotion

Explore opportunities to work with other designated landscapes across the South West to promote the collection of unique landscapes and monuments.

Outcome: Twice yearly planning meetings held

Measured by: DMG monitoring

Delivered by: ERUGGp

Resources: Existing resources/ to be determined

Timetable: 2023-30

Our inspiration

The Jurassic Coast stretches 95 miles along England's South West coast from Exmouth in Devon to Swanage in Dorset. It became a World Heritage Site in 2001 for the outstanding universal value of its rocks, fossils, and landforms. It celebrates the UNESCO World Heritage Site status it has been given by explaining on its [website](#) 'what's in it' for a prospective visitor and making it meaningful to them. [Visitdorset.com](#) uses the strapline 'Home of the Iconic Jurassic Coast,' giving prospective visitors the idea that they are going to experience something of real significance with a visit to the destination.

Isle of Wight was declared a UNESCO Biosphere in 2019. The focus on the tourism side has been to use the Biosphere status as a stamp of a high-quality environment and to underline the opportunities to explore that natural environment sustainably on foot or on a bike. It links existing quality natural environment experiences to the new designation. In particular, it uses the Biosphere designation to underline the quality of its stargazing experiences and Slow Travel. It explains what Biosphere means to its visitors simply and clearly on its [website](#) and provides hyperlinks to more information where appropriate. It provides a joined-up visitor experience in the natural environment via an app with cycle and walking routes, incorporating attractions and places to stay, maps and user reviews. It encourages and incentivises tourism businesses to value the environment via a green star programme that also helps visitors know which establishments support slow travel and other environmental actions.



Theme 4: Culture and Events

Align the DMP, its aims, objectives, growth markets and themes to complement and support delivery of Torbay's Cultural Development, the Torbay Heritage Strategy, Torbay Council Outdoor Events Strategy, and the recent Heritage Interpretation Framework – a useful tool for providing thematic interpretation across heritage (natural and built), and which also encompasses the English Riviera UNESCO Global Geopark designation, developed through National Lottery Heritage.

Opportunities could include focus on thematic interventions, with a single theme in each town for impact, which also aligns with the Torbay Story. Utilising the Framework as a basis and using assets from previous cultural tourism development work of 'Writers on the Riviera' for example, enabling a different type of activation or intervention, developed with local talent and partners.

Rationale

Culture and events can bring a range of direct (economic) and indirect (reputation, wellbeing, quality of life) benefits. They help animate the destination, local cultural and event programmes can strengthen the sense and distinctiveness of the place, and these are the reasons why the Council has planned significant investment over the next three years. The benefits and opportunities are well articulated in the English Riviera Cultural Tourism Strategy and these recommended actions align with the ERBID2 Business Plan and Torbay Council Outdoor Events Strategy.

Action 10: Thematic Interventions

Undertake a critical appraisal of current programming against the aims of the DMP and the thematic framework to identify signature events across the three towns to strengthen the cultural offer to attract new visitors.

Outcome: 3 signature events

Measured by: Critical appraisal

Delivered by: Torbay Culture, Torbay Council, ERBIDCo

Resources: Existing resources

Timetable: 2022-30

Our inspiration

Blackpool's CultureBlackpool project showcases and highlights the cultural offer that currently exists in-resort to visitors and residents. It has created a new partnership between public and private sector partners to promote Blackpool's back story of architecture, heritage, exhibitions, internationally acclaimed installations, and events to its 142,000 residents and 18 million visitors. It has launched a new B/Side Campaign in a bid to flip expected perceptions of Blackpool and persuade people to 'tune in,' look up and around, and to appreciate the cultural side of the resort.

Galway is renowned for its vibrant lifestyle and for hosting numerous festivals such as Galway International Oyster Festival, an annual free event held on the last weekend of September in the centre of the city attracting tens of thousands of visitors. According to Tourism Ireland, it has been called "one of the greatest events on earth."



5. Markets, Positioning and Branding

Marketing Review

The English Riviera BID Company delivers the destination marketing for the English Riviera which includes the website, a suite of print and management of social media channels. The ERBIDCo has invested heavily in digital marketing and the new business plan (ERBID2) sets out the direction of travel and marketing investment over the next five years (2022-27).

The marketing takes a broad and inclusive approach, encompassing a wide range of locations, attractions, activities, and themes. Whilst this is understandable given the nature of the destination, the sense of 'something for everyone' is in danger of diluting the overall proposition. Across channels and campaigns, a variety of straplines are used, and although these may be complementary, there is a risk of potentially confusing the visitor and weakening the brand.

The term 'English Riviera' is however rarely used by the visitors or by travel media; greater recognition often lies with the three towns, and Torquay in particular. Visitors tend to speak of the area fondly, again reflecting high levels of repeat visits, (but non-visitors much less so). Awareness levels are low among non-visitors who do not tend to see it as a place to aspire to visit. It rates particularly low in terms of heritage, culture, and food. The travel media generally presents the destination in positive terms and has attracted many positive articles and media coverage in recent times.

Positively, from a business perspective, there is widespread buy-in and use of 'English Riviera' in promotional activity, creating a sense of pride in place. The complexity of the brand architecture is evidenced however in the business survey undertaken as part of this DMP review. This revealed that around three-quarters of businesses strongly identify with 'English Riviera' as the destination brand. In addition, businesses also identified with their town – around half identifying with Torquay, and around a third also identify with South Devon/ South Devon Coast.

Moving Forward

There is a challenge in communicating a multi-faceted destination brand which encompasses several places and propositions. The changing attitudes, perceptions and desires of a market faced with numerous choices create further challenges. The English Riviera has a long history and must ensure it continues to be relevant to new visitor markets, presenting them with a clear, memorable, and compelling propositions.

Beyond the branding of the destination, work has been done locally in developing the Torbay Story (launched in January 2022) which is intended to cut across all three towns and support all sectors, encourage inward investment, and nurture civic pride. While the destination brand is focused on visitors, it does make sense for it to align with the wider Torbay Story vision, as already mentioned in DMP growth themes, so that all place-related marketing is synergistic and reinforcing.

All of these factors therefore suggest it is timely to review the English Riviera brand to ensure the positioning of the destination will support the vision for tourism and developing the visitor economy. This review must be market-focused and informed by the opinions and perceptions of current visitors and non-visitors (from the target segments identified within this plan).

The outcome of this research should be shared with businesses, partners, and key stakeholders to consider what, if any, changes in approach are needed. This could include how the destination brand should be communicated in the marketplace, within a clear architecture of places and propositions which define the destination, position it clearly and convey what and where it is – and who it is for.

Branding and Marketing – Delivery Tasks

Task 1: Market Research

Primary research among leisure visitor and non-visitors to explore current brand perceptions and associations, names, places, and straplines.

Outcome: Increased market knowledge and insight to inform more effective marketing

Measured by: Research outputs and action taken

Delivered by: ERBIDCo (lead), TDA (support)

Resources: £20,000 (per annum), new

Timetable: 2022-23

Task 2: Brand Strategy Review

Informed by the findings of the market research, engage stakeholders in reviewing and updating branding strategy and marketing assets. Consider producing brand toolkits for businesses to adopt. Reconfigure marketing collateral and channels accordingly.

Outcome: Improved destination awareness and appeal among target segments

Measured by: Visitor Surveys, Media tracking,

Delivered by: ERBIDCo

Resources: £10,000 (one off), new

Timetable: 2022-24

Task 3: Marketing Strategy Review

Review the marketing strategy and update accordingly to the themes and target segments in the DMP. Review and refine messaging/activity where appropriate.

Outcome: Increased market exposure

Measured by: Increase visits from target segments, Visitor Surveys, Content generated, Sentiment tracking

Delivered by: ERBIDCo

Resources: Existing resources

Timetable: 2022-27

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6. Destination Management

The visitor experience must be a consistent high-quality right across the destination with 'brilliant basics' (parking, access, toilets, services, waste etc), animated and attractive towns in which to stay, linger, shop, and eat, alongside the attractions and experiences that are the main reason for visiting.

The 'brilliant basics' are things which don't in themselves drive visits, but influence visitor's enjoyment, spend and dwell-time in the destination; and crucially if they are missing or poorly managed will negatively influence the resort's reputation.

The public sector usually has an important role to play and while the Destination Management Group is not responsible for these services, it needs to influence and engage with those who are responsible.

There are seven Destination Management priorities, the delivery tasks for each are set out below:

Priority 1 - Visitor Accommodation

The management of accommodation change of use with Council planning policies is essential to avoid the risk and drift toward low quality visitor accommodation. This includes the provision of temporary, emergency, and short-term residential accommodation within the areas of tourism, (e.g., Core Tourism Investment Areas), which could damage the reputation of the destination and create conflict with neighbouring visitor-focused businesses.

It is better to support the transition to alternative uses which complement the ambitions for the remaining visitor accommodation and the objectives set within this Plan to drive the visitor economy. Torbay has 31,000 bedspaces and, even though half of it is non-serviced, the remaining 15,000 spaces still represents an over-supply.

Task 4: Policy Review

Review the Local Plan and prepare supplementary planning documents to assist in transition of redundant accommodation.

Outcome: 2% reduction in serviced accommodation stock

Measured by: Hotel Stock Study in 2027

Delivered by: Torbay Council

Resources: Existing resources

Timetable: 2023-30

Priority 2 - Brilliant Basics

Public services and open spaces, such as beach management, cleansing, signage, toilets, grounds maintenance, planting, parking, public safety, and lighting are all examples of things which contribute to the visitor welcome, experience, enjoyment, and overall satisfaction of the destination.

Consideration is therefore needed for the management of these services to support the objectives of this plan to grow the visitor economy all year round. Service providers, such as Torbay Council, should welcome the findings from visitor surveys and the DMG should ensure this happens and for the relevant services to proactively engage and where possible improve these 'Brilliant Basics.'

Task 5. Joint Response to Visitor Surveys

Undertake a review exercise across delivery teams to plan actions that address the findings of visitor surveys.

Outcome: Lift all survey scores above 4 or by 0.5 points ('21 baseline)

Measured by: (Annual) Visitor Survey

Delivered by: Torbay Council, ERBIDCo, TDA (support)

Resources: Existing resources

Timetable: 2022-27

Priority 3 - Towns and Connectivity

There are examples of excellent public realm across the three towns, but there are also areas in which it is poor and areas where retail is struggling. In some cases, investment through the Towns Fund and other programmes are being used to improve the public realm, but further work is needed in areas that include for example around the Inner Harbour in Torquay and the area around Brixham Harbour. These are areas with potential for visitors and which would benefit from improved design and investment.

The three towns are part of the English Riviera offer and connectivity including signage between the towns should be reviewed to see how it can be improved for visitors. This includes all modes of travel, public transport, and low carbon impact, including green travel options. Future development of cruise-tourism by Tor Bay Harbour Authority and ERBIDCo, should aim to maximise the impact from day visitors in terms of spend and actively address and mitigate environmental impacts.

Task 6: Public Realm Improvements

Further develop public realm improvement plans for visitor areas. Focus on Brixham Harbourside and Torquay Inner Harbour to complement and enhance improvements around the Strand.

Outcome: Score 4.5 on Visitor Survey in these specific locations

Measured by: (Annual) Visitor Survey

Delivered by: Torbay Council, ERBIDCo, TDA (support)

Resources: £75,000 (TBD, one off, concept design)

Timetable: 2022-30

Task 7: Bus Network Improvements

Explore options to rename (rather than number) the visitor routes and align to the Geopark story e.g. 'The English Riviera Route.'

Outcome: Score 4.5 on 'Public Transport – Quality'

Measured by: (Annual) Visitor Survey

Delivered by: ERBIDCo, transport providers, ERUGGP

Resources: TBD

Timetable: 2022-27

Task 8: Cruise Development

Develop shore excursions and tailor-made experiences for cruise operators which relate to the development themes of this DMP.

Outcome: Three new shore excursion programmes developed

Measured by: Business survey and cruise arrivals

Delivered by: Tor Bay Harbour Authority, ERBIDCo, private sector

Resources: Existing resources

Timetable: 2022-30

Priority 4 - Sustainable Tourism

Ensuring clean growth and low-carbon actions are implemented as part of any new developments, including those outlined in the growth priorities of this DMP are necessary to protect and enhance our naturally inspiring bay and if the English Riviera is serious about becoming a sustainable destination. By working in collaboration and aligning the DMP with the ambitions of Carbon Neutral Torbay and Torbay Climate Partnership will help the destination to achieve these aspirations. There is also a unique opportunity to use the UNESCO Global Geopark designation as a focus for sustainable tourism in the area and maximise engagement with businesses and visitors.

There is a growing need to address climate change and consider measures that would have the greatest impact in reducing the climate impact from tourism to the English Riviera. Baselineing the current impacts and developing measures that work across the three domains of business, visitors and the destination will drive improvements. This cannot happen overnight, and support is needed to identify the right opportunities over time and to help our businesses to decarbonise and take

advantage of the economic benefits achieving carbon neutrality will bring, which can only happen through collaboration.

Task 9: Green tourism for business

Explore options and encourage businesses to achieve the Green Tourism Award (or other zero/carbon neutral programmes), aligning to Carbon Neutral Torbay, to showcase exemplars of good practice and supporting the overall reputation of the destination.

Outcome: 5% of tourism businesses accredited by Green Tourism

Measured by: Award take up

Delivered by: Torbay Council, Torbay Climate Partnership, ERUGGp, Private sector, ERBIDCo

Resources: Existing resources/ identify new funding opportunities

Timetable: 2022-30

Task 10: Carbon Neutral Torbay

Explore the options to align Carbon Neutral Torbay with the UNESCO Glasgow Declaration on Climate Change as a commitment to a more sustainable visitor economy.

Outcome: Deliver Declaration Action Plan

Measured by: Annual monitoring of Plan

Delivered by: Torbay Council, Torbay Climate Partnership, ERUGGp, DMG, Private sector

Resources: Existing resources/ identify new funding opportunities

Timetable: 2022-30

Priority 5 – Skills

Making tourism an attractive career choice for young people with exciting career pathways needs to start early and is essential to growing the visitor economy. Connecting businesses with educational establishments for work experience, career talks, to highlight the career pathways and local green jobs will help to relaunch the sector and recover from the impacts of Covid-19 building the skills and workforce to help deliver carbon neutral.

The visitor economy is a broad sector encompassing accommodation, culture, heritage, attractions, activities, events, hospitality, tour operators and more, all requiring a mixture of universal and specialist skills and offering long term, all year-round career options. The English Riviera is fortunate to have South Devon College in its boundary which should lead on skills development for the sector and engagement with schools, businesses, and young people. There are a wide range of skills and education programmes delivered by the College including 16–18-year-old studies, apprenticeships, adult skills, and higher education, which can support increasing skills and sustainable employment in the sector. The College also has a good reputation of

working with businesses to develop curriculum to meet the needs of the sector, (e.g., the alignment of the UNESCO Geopark with outdoor curriculum). These opportunities should be further explored further, as well as improving links with local schools and Careers Information Advice and Guidance.

Task 11: Education Business Plans for Tourism

Annual plan for business engagement in education supporting career pathways for young people.

Outcome: 10 businesses engaged

Measured by: Review of annual plan

Delivered by: SDC, Private Businesses

Resources: Existing resources

Timetable: 2022-30

Action 23: Workforce Skills

Annual plan to increase business engagement to improve the skills of the workforce (and the unemployed) through take up of programmes.

Outcome: 10 businesses engaged

Measured by: Review of annual plan

Delivered by: SDC, Private Businesses

Resources: Existing resources

Timetable: 2022-30

Priority 6 - Research and Insights

Research, data, and insights is an important function which will help better understand English Riviera visitors, track performance, and assess the impact of the DMP. As well as visitor research, economic impact studies and accommodation performance should be used to track destination performance. A small number of KPIs including accommodation occupancy and yield, destination spend, and employment are the best measures for tracking performance. More detailed analysis can be added to this baseline and ad hoc studies (e.g. Visitor Surveys, Overseas Market Studies etc) can be undertaken over time.

Task 13: Annual Performance Review

Deliver a number of annual surveys to review destination performance.

Outcome: Surveys delivered and shared with businesses/ stakeholders

Measured by: Review of ERBIDCo business plan activity

Delivered by: ERBIDCo

Resources: £40,000 (per annum), existing resources

Timetable: 2022-27

Priority 7 - Business Tourism

Support should be given to the development of Meet English Riviera to capitalise on the clean growth opportunities for business tourism. While competition is fierce, the range and quality of venues in the English Riviera and the proximity to business and universities in Exeter, Plymouth and the surrounding area does present some opportunities. In the short term, many of these opportunities are constrained by Covid-19, but over the period of this DMP the sector is likely to recover. The £70bn value of the sector dropped by £59bn in 2020 and, despite some recovery in late 2021, is likely to take some time to fully recover due to international travel restrictions and risks to event organisers. Improving the capability of businesses to offer hybrid events will continue to be important for future success.

Task 14: Meet English Riviera

Develop activity to support conference sales and marketing activity over the life of the DMP.

Outcome: £5m value of conference bookings over life of DMP

Measured by: Enquiry monitoring

Delivered by: Meet English Riviera

Resources: £25,000 (per annum), identify new funding opportunities

Timetable: 2022-30

7. Delivery and Organisation

Roles and Responsibilities

The Destination Management Group (DMG) has a critical role in bringing the different organisations and tourism businesses together to create an integrated collaborative approach to development, marketing, and sustainable management of the English Riviera. Places that do tourism 'well' are joined up in their ambition and approach – a fact highlighted in the recent independent De Bois review of DMOs and further reinforced locally by the Torbay Story.

The English Riviera should therefore continue with its approach to destination management, with the DMG having collective responsibility for implementing the new Destination Management Plan, making best use of existing resources, working together in partnership, and attracting further investment where needed to deliver the DMP's objectives. There are some clear roles and responsibilities for the different DMG partners, and for this plan to be effectively implemented public services, operational leads and frontline tourism businesses should also be involved – the approach to take with membership is an early delivery task of the DMG to take this plan forward.

The DMG is working well and with the fresh impetus and focus of this plan, the DMG should be the main body for delivery and monitoring progress. The mix of private and public sector partners is representative of the sector and while membership should be continually reviewed, the DMG should not grow too big and unmanageable. Within the partnership different organisations will lead on priorities relevant to their specialist knowledge and capabilities E.g:

- ERBIDCo will lead on destination marketing, brand delivery, industry engagement and visitor research
- South Devon College will lead on skills and connecting the tourism industry to careers advice.
- TDA will continue to provide secretariat support to the DMG
- Torbay Council will lead on public services and the 'brilliant basics'
- Meet English Riviera, English Riviera Global Geopark Organisation, Torbay Culture Board, Torbay Business Forum, and Tor Bay Harbour Authority will lead or support on the specific actions identified within the DMP.

It is also important to recognise that the DMG and its members are giving their time in addition to their 'day job' and there are demands arising from the DMP which need a resourced executive to take them forward (secretariat support is currently provided by TDA). This document clearly sets out who is responsible for different priorities and actions reflects the specialism, knowledge, and capabilities of the DMG partners (subject to change).

Task 15: DMG Terms of Reference and Annual Review

Includes review of terms of reference, membership, responsibilities of actions, progress monitoring via data dashboard and resourcing plans.

Outcome: Annual TOR and action plan progress

Measured by: Annual Review

Delivered by: TDA, DMG

Resources: Existing resources

Timetable: 2022-30

Investment and Resources

The DMP provides a strategic approach to developing the destination over the next eight years. In some cases, the immediate next steps necessitate further work such as feasibility studies or development plans, and the DMP provides the template against which future investment can be evaluated. 'Quick wins' will be identified by partners and detailed planning will identify specific resource requirements over and above existing allocations.

Delivery may require re-allocation, re-focussing of existing resources or new funding. Having a detailed DMP will support funding bids from Government or other agencies. The UK Government published its Tourism Recovery Plan¹⁰ in June 2021 and will identify the support available at business, destination, and national level. While the overall headline budgets are substantial, the funds identified in many cases cover a range of economic sectors and the whole of England. Nonetheless for a destination with a clear plan and a built-in commitment to partnership working, the following in particular offer opportunities for the English Riviera:

- Town Fund Investment
- Future High Streets Fund
- Cultural Investment Fund
- Green Recovery Challenge Fund
- Getting Building Fund
- Levelling Up Fund
- UK Shared Prosperity Fund
- National Lottery Heritage Funding
- VisitEngland/VisitBritain Funding
- Net Zero 2050 policies (expected will result in investment in carbon reduction initiatives)

Note:

Resource requirements within this DMP are estimated and further detailed review is required to determine the extent to which costs can be met from existing resources or if new funding needs to be secured. Delivery arrangements and lead organisations are subject to change and re-allocation by DMG partners.

¹⁰[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/992974/Tourism Recovery Plan Web Accessible .pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/992974/Tourism_Recovery_Plan_Web_Accessible_.pdf)

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For more information, please contact ****insert your team email or phone
no. here****

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Meeting: Cabinet **Date:** 30 August 2022

Wards affected: All

Report Title: Report of the Torbay Racism Review Panel

When does the decision need to be implemented? Immediately

Cabinet Member Contact Details: Councillor Jermaine Atiya-Alla, Jermaine.Atiya-Alla@torbay.gov.uk

Director/Divisional Director Contact Details: Mark Hammett, Strategic Support Manager, mark.hammett@torbay.gov.uk

1. Purpose of Report

- 1.1 This review has its origins in the awful events that took place in May 2020 in Minneapolis, USA when George Floyd was brutally murdered, and the resulting protests that occurred not only in the USA, but also across the UK. Torbay Council like many organisations and communities reflected on these events and took the decision that it wanted to undertake a meaningful review of racism in the community it serves.
- 1.2 In attempting to break down an appropriate approach to undertaking the review the council established a review panel which consists of five councillors that reflect the political make-up of the council, as well as a number of co-opted panel members from the community who had knowledge and expertise that would support the panel throughout the review.
- 1.3 To start the review the panel met in September 2020 to agree its scope and approach and decided to pose six key questions that they sought to answer as part of the review. These key questions were:
 - How do we make BAME (Black, Asian and Minority Ethnic) lives matter in Torbay? - overarching question of the whole review
 - How do we make BAME lives matter at Torbay Council?
 - How do we make BAME lives matter at Torbay's public organisations?

- How do we make BAME lives matter in Torbay's community and voluntary sector?
- How do we make BAME lives matter in Torbay's business community?
- How do we make BAME lives matter in Torbay's culture and environment?

The report outlining the interim findings and recommendations of the Torbay Racism Review is attached at Appendix One of this report.

2. Reason for Proposal and its benefits

- 2.1 The proposals in this report address significant issues that impact on our ethnic minority community in Torbay and seek a way forward on addressing these issues not only within Torbay Council but in the wider public sector organisations of Torbay.
- 2.2 Adoption of the review panel's recommendations will deliver significant improvements for the ethnic minority population of Torbay.

3. Recommendation(s) / Proposed Decision

- 3.1. That Cabinet, as a matter of urgency, appoint a dedicated and full time Equality and Diversity Officer for Torbay Council to develop and implement an action plan that addresses all the key findings detailed in this report. This action plan will include actions relating to both those specifically for Torbay Council, as well as joint actions for Torbay's public organisations, but will not include those directed specifically to Devon and Cornwall Police which form a separate recommendation below.
- 3.2. That Cabinet requests that Torbay's public organisations recognise the key findings and commit to working with each other to deliver the joint actions outlined in the action plan referenced at recommendation one above. Joint actions should be coupled with measurable outcomes, time commitment and strategy on how to deliver.
- 3.3 That Cabinet requests that Devon and Cornwall Police recognise the key findings related to them in this report and commit to address them as a matter of urgency. Actions need to be addressed with measurable goals with a time commitment.
- 3.4 That Cabinet request (as part of the action plan referenced at recommendation one above) that, as a matter of urgency, Torbay's public organisations work together to improve the collection and analysis of data on ethnic minority staff, their ethnic minority customer base and community to ensure that it is accurate, up to date and is used to improve the services they offer to staff and the wider community. Public organisations need to utilise currently available channels to gather complete and thorough demographic data, specifically identifying areas related to ethnic minority staff, customer base and community. The organisations need to provide managers with data collection training, where data teams can lead this training to understand data collection and analysis scope better. An organisational

wide data collection framework needs to be formed to ensure all organisations collect, record, and analyse this data correctly and efficiently. Annual reporting on race detailing resources spent, activities carried out, feedback and a 12-month plan for the following year would be beneficial.

- 3.5 That Cabinet request that the recommendations above be reviewed by the Torbay Racism Review Panel in six months to monitor progress on their delivery. Transparency in response to the recommendations alongside all progress, challenges and any difficulties would be necessary.

Appendices

Appendix 1: Report of the Torbay Racism Review Panel

Background Documents

Not Applicable

1. Introduction

- 1.1 This review has its origins in the awful events that took place in May 2020 in Minneapolis, USA when George Floyd was brutally murdered, and the resulting protests that occurred not only in the USA, but also across the UK. Torbay Council like many organisations and communities reflected on these events and took the decision that it wanted to undertake a meaningful review of racism in the community it serves.
- 1.2 In attempting to break down an appropriate approach to undertaking the review the council established a review panel which consists of five councillors that reflect the political make-up of the council, as well as a number of co-opted panel members from the community who had knowledge and expertise that would support the panel throughout the review.
- 1.3 The review panel membership has been as follows:
- Councillor Jermaine Atiya-Alla – Chair of the panel
 - Councillor John Thomas – Vice Chair of the panel
 - Councillor Andrew Barrant
 - Councillor Robert Loxton
 - Councillor Steve Darling
 - Kevin Dixon – Community Representative
 - Maia Thomas – Community Representative
 - Kofi Yeboah-Aidoo – Community Representative
 - Rehan Uddin – Community Representative.
- 1.4 To start the review the panel met in September 2020 to agree its scope and approach and decided to pose six key questions that they sought to answer as part of the review. These key questions were:
- How do we make BAME (Black, Asian and Minority Ethnic) lives matter in Torbay? - overarching question of the whole review
 - How do we make BAME lives matter at Torbay Council?
 - How do we make BAME lives matter at Torbay's public organisations?

- How do we make BAME lives matter in Torbay's community and voluntary sector?
- How do we make BAME lives matter in Torbay's business community?
- How do we make BAME lives matter in Torbay's culture and environment?

1.5 At the conclusion of the initial panel meetings and evidence gathering the panel made a decision to pause the review to report their interim findings and recommendations on the first two key questions. The panel's reasoning for pausing the review was mainly due to the longer than anticipated time taken to answer the first two questions, in part caused by the availability of key stakeholders due to the covid pandemic. The panel therefore decided to split the review into part one (the report at Appendix One) and part two (a future report which will address the remaining three key questions).

2. Options under consideration

2.1 Not applicable as review panel have one set of recommendations outlined in their report.

3. Financial Opportunities and Implications

3.1 If Cabinet adopt the review panel recommendations there will be a direct financial implication as an Equality and Diversity Officer will need to be recruited by Torbay Council.

3.2 The implementation of the recommendations in relation to the key findings outlined in the report will also have a cost implication for the council as well as for other public sector organisations in Torbay.

4. Legal Implications

4.1 There are no known legal implications in taking forward the recommendations outlined by the review panel.

5. Engagement and Consultation

5.1 The review panel were unanimous that any review of racism needed to engage with our ethnic minority community in Torbay as well as consider views from our non-ethnic minority community. Perhaps naively the panel thought engagement with the ethnic minority community would be relatively straight forward, but it proved to be more difficult than first anticipated. Therefore, the panel took an early decision to establish a multi-cultural network for Torbay with help from the council, Devon and Somerset Fire and Rescue Service and Engaging Communities Southwest. Whilst this network is still in its infancy it is starting to bring together a range of people in Torbay from multi-cultural backgrounds and is enabling a channel of communication to open-up between our ethnic minority community and the organisations of Torbay. In time it is hoped that this network will work with other networks locally and regionally so that the views and experiences of our ethnic minority communities

are reflected and accessible to the organisations in Torbay and beyond that shape the services we receive.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable.

7. Tackling Climate Change.

7.1 Not applicable.

8. Associated Risks

8.1 The main risk associated with not implementing the recommendations made by the review panel is that issues identified by the panel that impact on Torbay's ethnic minority community will not be addressed.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			X
People with caring Responsibilities			X
People with a disability			X
Women or men			X
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	X		
Religion or belief (including lack of belief)			X
People who are lesbian, gay or bisexual			X
People who are transgendered			X

People who are in a marriage or civil partnership			X
Women who are pregnant / on maternity leave			X
Socio-economic impacts (Including impact on child poverty issues and deprivation)			X
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			X

10. Cumulative Council Impacts

10.1 None.

11. Cumulative Community Impacts

11.1 None.

Torbay Racism Review Panel Report

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1.0 Foreword

Welcome to the report of the Torbay Racism Review Panel.

The panel has now been active for just under 18 months and although we have not completed all of the scope and questions which we set out to investigate and answer, we thought it was the right time to pause the review and report our findings and recommendations on our initial work.

The review has sought to investigate and understand what is happening in Torbay in relation to our ethnic minority community and has benefited from meeting a wide range of people who lead and work for organisations that deliver public services in Torbay as well as members of the ethnic minority community and other interested parties. I have been impressed throughout the review with the honesty and willingness our public organisations have to re-assess and change their approach to working with our ethnic community and I am confident that our findings and recommendations will be embraced by them so that we can make a real step change in Torbay to how we all live and work together in our community.

As ever with a review as complex as this one there are some stones left unturned and organisations we still want to meet and engage with, but the panel will hopefully return to these in due course. However, I am confident that we already have something powerful and compelling to say so I therefore encourage you to read the rest of the report for yourselves.

I would like to stress that as the review progressed, we have revised our terminology in relation to how we refer to ethnicity in line with central government advice issued in December 2021. This report therefore will use the term 'ethnic minority' apart from where historically the review has used the term BAME (Black, Asian and Minority Ethnic) such as in its original scope and action notes.

The review panel is clear that this report and its recommendations must not be another review that gets 'put on the shelf and forgotten' and that it is essential that the recommendations made by the panel are regularly reviewed so that progress and outcomes are clearly being monitored and delivered.

Finally, I would like to take this opportunity to thank all the people and organisations who contributed to this review either by meeting with us or by submitting information. I hope you can recognise your voice in our findings and recommendations. I would also like to thank the panel members whose commitment and insight has been invaluable at all stages of the review as well as our support officers Melissa and Mark.

Councillor Jermaine Atiya-Alla, Chair of the Torbay Racism Review Panel, Torbay Council

2.0 Background / Context of Review

This review has its origins in the awful events that took place in May 2020 in Minneapolis, USA when George Floyd was brutally murdered, and the resulting protests that occurred not only in the USA, but also across the UK. Torbay Council like many organisations and communities reflected on these events and took the decision that it wanted to undertake a meaningful review of racism in the community it serves.

There is always a danger when dealing with such an emotive issue such as racism, which is a multi-faceted, highly charged and complex issue to rush in and make a series of piecemeal responses that whilst well intentioned lack cohesion and a rationale and ultimately only serve in becoming ineffective in addressing the issue that it is trying to resolve. Torbay Council did not want to take this approach and instead wanted to undertake, as far as they could within their resources, a holistic, inclusive, and comprehensive approach to exploring and attempting to understand the issue of racism in Torbay, which engages with our community and allows them the space and time to voice their experiences and views to local community leaders as well as regional and national decision-makers.

In attempting to break down an appropriate approach to undertaking the review, the council established a review panel which consists of five councillors that reflect the political make-up of the council, as well as a number of co-opted panel members from the community who had knowledge and expertise that would support the panel throughout the review.

The review panel membership has been as follows:

- Councillor Jermaine Atiya-Alla – Chair of the panel
- Councillor John Thomas – Vice Chair of the panel
- Councillor Andrew Barrand
- Councillor Robert Loxton
- Councillor Steve Darling
- Kevin Dixon – Community Representative
- Maia Thomas – Community Representative
- Kofi Yeboah-Aidoo – Community Representative
- Rehan Uddin – Community Representative.

To start the review, the panel met in September 2020 to agree its scope and approach and decided to pose six key questions that they sought to answer as part of the review. These key questions were:

- How do we make BAME (Black, Asian and Minority Ethnic) lives matter in Torbay? - overarching question of the whole review
- How do we make BAME lives matter at Torbay Council?
- How do we make BAME lives matter at Torbay's public organisations?
- How do we make BAME lives matter in Torbay's community and voluntary sector?
- How do we make BAME lives matter in Torbay's business community?
- How do we make BAME lives matter in Torbay's culture and environment?

More detail on the scope of the review can be found at appendix 1 of this report.

The review panel then undertook a series of meetings (all the meetings were held virtually due to the covid pandemic restrictions and all in public unless indicated below) to seek answers to their key questions. A list of the panel meetings held is detailed below:

- 17 September 2020 – scoping meeting
- 15 October 2020 – Torbay Council – Anne-Marie Bond, CEO, Sue Wiltshire, Head of HR and Tara Harris, Divisional Director of Customer and Community
- 25 November 2020 – Devon and Cornwall Police – Chief Supt. Nikki Leaper, BCU Commander, Supt. Brent Davison, Local Policing Partnerships and PC Kate Marks, Diversity Officer
- 8 December 2020 – Devon and Somerset Fire and Rescue Service – Audrey Gilding De Kort, Diversity and Inclusion Manager, Emma Willshaw, Diversity Officer, Yaz Murfin, Chair of Multi-Cultural Staff Network, Wayne Rawlins, Area Manager and Ryan Houghton, Policy Officer
- 21 January 2021 – Torbay and South Devon NHS Foundation Trust – Liz Davenport, CEO, Sir Richard Ibbotson, Chair of the Trust and Sunita Simadree, Chair of Devon BAME NHS Staff Network
- 29 April 2021 – Devon County Council – Jo Hooper, Equality and Diversity Officer (private meeting)
- 3 August 2021 – Westward Housing – Hayley Austin, Director of Housing and LiveWest – Julie Bingham, Regional Manager Neighbourhoods (On behalf of the Housing Association Sector)
- 18 August 2021 – Devon Clinical Commissioning Group – Jane Milligan, CEO, Andrew Millward, Director of Communications and Nellie Guttman, Senior Strategic Engagement Manager
- 30 September 2021 - Devon BAME NHS Staff Network (private meeting)
- 8 November 2021 – South Devon College – Laurence Frewin, Principal and CEO, Liz Lawrence, Assistant Principal and Kelly Sooben, Vice Principal
- 17 November 2021 – National Black Police Association (NBPA) – Andy George, President NBPA and Yvan Clarke, Devon and Cornwall Police BAME Staff Network
- 6 December 2021 – Devon Partnership NHS Trust – Melanie Walker, CEO, Andy Willis, Trust Chair and Laura Hobbs, Director of Corporate Affairs
- 1 February 2022 – Torbay Multi-Cultural Network – range of members from the network (private meeting)

Throughout the review the panel also received and considered a large number of written submissions and testimonies from a range of interested parties. This information has also been used by the panel in determining their findings, conclusions and recommendations.

At the conclusion of the above meetings and evidence gathering, the panel made a decision to pause the review to report their interim findings and recommendations on the first two key questions. The panel's reasoning for pausing the review was mainly due to the longer than anticipated time taken to answer the first two questions, in part caused by the availability of key stakeholders due to the covid pandemic. The panel therefore decided to split the review into part one (this report) and part two (a future report which will address the outstanding key questions).

The panel were also aware that due to the complications caused by the covid pandemic that they were unable to engage with schools on the issue of racism and diversity. Therefore, the panel will pick up this strand in its future work.

It is also worth noting at this point that the review underwent a name change during its first twelve months. Initially the review had been named 'How do we make Black, Asian and Minority Ethnic (BAME) lives matter in Torbay Review Panel?' but after some feedback from the community the name was changed to the 'Torbay Racism Review Panel'.

Finally, the panel were unanimous that any review of racism needed to engage with our ethnic minority community in Torbay as well as consider views from our non-ethnic minority community. Perhaps naively the panel thought engagement with the ethnic minority community would be relatively straight forward, but it proved to be more difficult than first anticipated. Therefore, the panel took an early decision to establish a multi-cultural network for Torbay with help from the council, Devon and Somerset Fire and Rescue Service and Engaging Communities Southwest. Whilst this network is still in its infancy it is starting to bring together a range of people in Torbay from multi-cultural backgrounds and is enabling a channel of communication to open-up between our ethnic minority community and the organisations of Torbay. In time it is hoped that this network will work with other networks locally and regionally, so that the views and experiences of our ethnic minority communities are reflected and accessible to the organisations in Torbay and beyond that, to shape the services we receive.

3.0 Key Findings - How do we make Black, Asian and Minority Ethnic lives matter at Torbay Council?

The headline findings made by the panel below were based on the action notes taken at the meetings (which are included at appendix 2 of this report), the views and recollections from panel members and the submissions made by interested parties. The headline findings in relation to the key question are:

- Torbay Council needs to do more to recruit and retain an ethnically diverse workforce
- Torbay Council needs to do more work with the political parties in Torbay to encourage ethnic minority candidates to stand for election as councillors
- Torbay Council needs to do more to engage meaningfully with Torbay's ethnically diverse community via a range of reference groups - but this engagement must be sustained and not only activated when the council wants something from the ethnic minority community
- Torbay Council needs to ensure that the voice of children and young people is heard in Torbay in relation to race and racism and therefore should facilitate a survey collecting their views as well as using social media channels such as Instagram, TikTok and Facebook. However, face to face school visits should also be part of this engagement
- Torbay Council needs to gather the views of ethnic minority staff and councillors regularly, so that their views about working at the council can be taken into account in changing the organisational culture of the council
- Torbay Council needs to do more to address racism that exists in our community by being the community leader and role model on this issue
- As a matter of urgency Torbay Council needs to do more to improve its collection and analysis of data on ethnic minority staff and our ethnic minority customer base and community, to ensure

that it is accurate, up to date and is used to improve the services we offer to staff and the wider community

- Torbay Council, as part of its community leadership role, needs to develop, in partnership with other organisations, a full programme of multi-cultural events to celebrate our diverse community and to encourage better understanding between communities. This should include education establishments in Torbay
- Torbay Council needs to manage and monitor its Facebook page more robustly to immediately remove racist comments left by some contributors and report incidents of racism that take place on the council's Facebook page to the police if necessary
- Torbay Council needs to review its delivery of housing services to the ethnic minority community to ensure it meets their needs, but should also undertake reviews in all service areas of the council to ensure that current service delivery meets the needs of our ethnic community
- Torbay Council needs to work with other public sector bodies in Torbay to establish a public sector ethnic minority staff network
- Torbay Council needs to review its training and development programmes for staff and elected members to ensure it reflects the right levels of insight into cultural diversity, so that the organisational culture of Torbay Council provides the right environment to serve our ethnic minority community. The panel is clear that all diversity training should be mandatory, it should include unconscious bias training for all councillors and senior officers, and it should include input from our ethnic minority community
- Torbay Council, as a matter of urgency, needs to appoint a dedicated and full-time equality and diversity officer to lead and support the organisation on a cohesive approach for all aspects of equality, diversity and inclusion and to work with partners and the community to develop a better understanding of the Torbay community and its needs. The panel are clear that any recruitment process should have significant input from our ethnic minority community
- Torbay Council should ensure that one of its Cabinet Leads has a clear responsibility and oversight of equality and diversity
- Torbay Council needs to ensure that any changes to the way it approaches cultural diversity is mirrored by its wholly owned companies TDA Group and SWISCo
- Torbay Council, as the community leader on this issue, needs to develop a partnership of the public bodies in Torbay to address the issue of racism jointly rather than in organisational silos
- Torbay Council needs to address the barriers that exist to ethnic minorities wanting to come and live and work in Torbay – these barriers include:
 - Appropriate and affordable housing
 - Wide range of job opportunities
 - A welcoming culture and environment.

4.0 Key Findings - How do we make Black, Asian and Minority Ethnic lives matter at Torbay's public organisations?

When referring to Torbay's public organisations, this report is referring to the following organisations that operate services to residents and visitors in Torbay and in this instance includes the Housing Association Sector:

- Torbay Council
- Devon and Cornwall Police
- Devon and Somerset Fire and Rescue Service,
- South Devon College
- Torbay and South Devon NHS Foundation Trust
- Devon Clinical Commissioning Group
- Devon Partnership NHS Trust
- Westward Housing
- LiveWest

The headline findings made by the panel below were based on the action notes taken at the meetings (which are included at appendix 2 of this report), the views and recollections from panel members and the submissions made by interested parties.

The headline findings in relation to the key question are outlined below and for the majority will require a joint approach between Torbay's public organisations rather than an organisational silo approach:

- As a matter of urgency Torbay's public organisations need to do more to improve their collection and analysis of data on ethnic minority staff and their ethnic minority customer base and community, to ensure that it is accurate and up to date and is used to improve the services they offer to staff and the wider community. Public organisations need to utilise currently available channels to gather complete and thorough demographic data, specifically identifying areas related to ethnic minority staff, customer base and community. The organisations need to provide managers with data collection training, where data teams can lead this training to understand data collection and analysis scope better. An organisational wide data collection framework needs to be formed to ensure all organisations collect, record, and analyse this data correctly and efficiently. Annual reporting on race detailing resources spent, activities carried out, feedback and a 12-month plan for the following year would be beneficial
- Torbay's public organisations need to do more to celebrate Torbay's cultural diversity by holding a programme of events to bring our community together. This should include championing and celebrating the ethnic minority businesses that operate in Torbay. Plans should be led/guided by voices of those with lived experience of different cultures, with the opportunity for local communities to be involved in the planning and running of the events
- Torbay's public organisations need to do more to engage and build trust and confidence with the ethnic minority community in Torbay. The panel were told by people from an ethnic minority that just because they do not ask for help, it does not mean they don't want help. This could be achieved by holding regular focus groups to ensure their voices are heard, as an example

- Torbay's public organisations need to do more to recruit and retain an ethnically diverse workforce. Torbay's public organisations need to review their current recruitment practice, policies and identify any barriers that may stop ethnic minorities from applying or obtaining positions. A more significant effort is required to recruit and retain an ethnically diverse workforce, with outlined targets and data used for guidance
- Torbay's public organisations need to address language differences that exist between them and some of the ethnic minority community. A strategy to ensure accessibility to public services would be advisable, alongside diversity and inclusion training with a focus on language and communication to support this
- Torbay's public organisations need to embrace Reverse Mentoring (where ethnic minority staff and community representatives mentor senior leaders on issues facing the ethnic minority community) as a model to promote cultural diversity within their executive and non-executive senior leaders. They also need to ensure training for mentees on diversity and inclusion has occurred, to ensure they are able and ready to engage with this programme and not cause any harm to mentors. A safe space and wellbeing support should also be made available to all mentors which can include coaching and counselling
- Torbay's public organisations need to do more to develop shared cultural diversity training and cultural competency frameworks for staff, but this training must be co-designed with ethnic minority staff and the wider community
- Torbay's public organisations need to do more to address the disproportionate impact of mental health on the ethnic minority community in relation to the covid pandemic
- Torbay's public organisations need to do more to jointly develop, fund and support a Torbay ethnic minority community network
- Torbay's public organisations need to do more to develop measurable objectives on racial equality based on co-production with ethnic minority staff and the wider ethnic minority community
- Torbay's public organisations need to do more to improve their processes for the reporting of racist incidents for staff and the wider community, including wider promotion of existing ways to report hate crimes. An analysis of current data channels would be needed to identify gaps, potential risks of harm and changes needed to ensure reporting can be done safely and independent of line managers, who in some situations may be causing harm
- Torbay's public organisations need to regularly work together to revisit the issue of racism and how it impacts on our community via a formal review similar to the review undertaken by this panel. The panel would like to see this undertaken at least every 3 years
- Torbay Council and Torbay and South Devon NHS Foundation Trust need to work together to support ethnic minority care home workers as they can often miss out on support due to the isolated nature of their work. Both organisations should also be mindful of other isolated ethnic minority staff who may require support, such as home workers and those who work in the community
- Devon and Cornwall Police need to do more to support ethnic minority police officers, so they do not feel isolated and forced to subvert their cultural identity to fit into the organisational culture of the police. A resourced, safe peer to peer network where individuals can identify opportunities for support and share experiences would be beneficial as part of this, but not limited to

- Devon and Cornwall Police need to support the NBPA on their lobbying campaign for the removal of the C grade at GCSE in English for candidates who want to become police officers, as it disadvantages those who have been educated overseas and precludes them from applying. An equivalent qualification or test of English skills would be more appropriate with assistance to undertake this test being funded and supported by the police
- Devon and Cornwall Police need to evaluate their recruitment processes for police officers to ensure there is no bias against ethnic minority candidates. Within the process of evaluating, data should be used to recognise gaps in demographics and a targeted strategy approach used to ensure opportunity for all
- Devon and Cornwall Police need to ensure that they are a police force where the NBPA is given access to new officers, especially officers from an ethnic minority, at induction, so they can support them in their role
- Devon and Cornwall Police need to support the establishment of a local branch of the NBPA
- Whilst the panel acknowledge the excellent work carried out by the Office of the Police and Crime Commissioner's scrutiny panel 'Use of Police Powers Community Scrutiny Panel', it still considers that Devon and Cornwall Police need to focus further on the stop and search figures in relation to the ethnic minority community and seek as a matter of urgency to reduce the disparity gaps inherent in these statistics

5.0 Recommendations

1. That Cabinet, as a matter of urgency, appoint a dedicated and full time Equality and Diversity Officer for Torbay Council to develop and implement an action plan that addresses all the key findings detailed in this report. This action plan will include actions relating to both those specifically for Torbay Council, as well as joint actions for Torbay's public organisations, but will not include those directed specifically to Devon and Cornwall Police which form a separate recommendation below.
2. That Cabinet requests that Torbay's public organisations recognise the key findings and commit to working with each other to deliver the joint actions outlined in the action plan referenced at recommendation one above. Joint actions should be coupled with measurable outcomes, time commitment and strategy on how to deliver.
3. That Cabinet requests that Devon and Cornwall Police recognise the key findings related to them in this report and commit to address them as a matter of urgency. Actions need to be addressed with measurable goals with a time commitment.
4. That Cabinet request (as part of the action plan referenced at recommendation one above) that, as a matter of urgency, Torbay's public organisations work together to improve the collection and analysis of data on ethnic minority staff, their ethnic minority customer base and community to ensure that it is accurate, up to date and is used to improve the services they offer to staff and the wider community. Public organisations need to utilise currently available channels to gather complete and thorough demographic data, specifically identifying areas related to ethnic minority staff, customer base and community. The organisations need to provide managers with data collection training, where data teams can lead this training to understand data collection and

analysis scope better. An organisational wide data collection framework needs to be formed to ensure all organisations collect, record, and analyse this data correctly and efficiently. Annual reporting on race detailing resources spent, activities carried out, feedback and a 12-month plan for the following year would be beneficial.

5. That Cabinet request that the recommendations above be reviewed by the Torbay Racism Review Panel in six months to monitor progress on their delivery. Transparency in response to the recommendations alongside all progress, challenges and any difficulties would be necessary.

6.0 Appendix One – Torbay Racism Review Panel Scope

TORBAY COUNCIL

How do we make Black, Asian and minority ethnic (BAME) lives matter in Torbay Review Panel

Scoping Document

Objective of the Review

To review the question – How do we make BAME lives matter in Torbay?

Scope of the Review

1. How do we make BAME lives matter at Torbay Council?
2. How do we make BAME lives matter at Torbay's public organisations?
3. How do we make BAME lives matter in Torbay's community and voluntary sector?
4. How do we make BAME lives matter in Torbay's business community?
5. How do we make BAME lives matter in Torbay's culture and environment?

Rationale for the Review

- 1.1 In the light of the recent protests relating to the Black Lives Matter agenda due to the death of George Floyd in Minneapolis, USA in May 2020 and protests in cities such as London and Bristol in the UK this scoping document has been produced to detail the scope of Torbay Council's response to this issue.
- 1.2 When responding to such a multi-faceted, highly charged and complex issue as the Black Lives Matter agenda there is the potential to rush into making a series of piecemeal responses which whilst well intentioned lack cohesion and ultimately become fragmented and ineffective in delivering the objective they were designed to achieve. What is suggested is a holistic, inclusive and comprehensive approach to exploring the issue of racism in Torbay which engages with the community and allows them the space and time to voice their experiences and views to civic leaders and local and national decision makers.
- 1.3 It is proposed that Torbay Council undertake a review of racism in Torbay and pose as the key question of the review – How do we make BAME lives matter in Torbay?

1.4 Whilst there have been similar national reviews, what is being proposed here is a review in the locality of Torbay which has not been undertaken before.

Potential Consultees

- Senior Officers of Torbay Council
- Torbay Council Staff
- Torbay Council customers
- Devon and Cornwall Police
- Office of the Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly
- Torbay and South Devon NHS Foundation Trust
- Devon Partnership NHS Trust
- South Western Ambulance Service NHS Trust
- South Devon College
- Torbay's primary, secondary and special schools
- Language Schools
- Devon and Somerset Fire and Rescue Service
- Jobcentre Plus
- Probation Service
- Magistrates Court
- Staff of Torbay's public organisations
- Customers of Torbay's public organisations
- Devon Black and Asian and Minority Ethnic Network
- South Devon Against Racism Alliance
- Plymouth and Devon Racial Equality Council
- Torbay Community Development Trust
- Torbay's community and voluntary sector organisations
- Torbay Business Forum
- English Riviera BID Company
- TDA
- Torbay's businesses
- Torbay's wider community

Review Panel

The review panel membership has been as follows:

- Councillor Jermaine Atiya-Alla – Chair of the panel
- Councillor John Thomas – Vice Chair of the panel
- Councillor Andrew Barrant
- Councillor Robert Loxton
- Councillor Steve Darling
- Kevin Dixon – Community Representative
- Maia Thomas – Community Representative
- Kofi Yeboah-Aidoo – Community Representative
- Rehan Uddin – Community Representative.

Cabinet will consider the report of the Panel in summer 2022. Once the report has been adopted it will be forwarded to the appropriate decision-makers.

7.0 Appendix Two – Action Notes from Public Torbay Racism Review Panel Meetings

Torbay Council 15 October 2020

Review Panel Attendees: Councillor Atiya-Alla, Councillor John Thomas, Councillor Barrand, Councillor Loxton, Councillor Darling, Kofi Yeboah-Aidoo, Maia Thomas and Kevin Dixon.

Also Present: Councillor Brooks, Councillor Howgate, Councillor Kennedy, Councillor Law, Anne-Marie Bond (Interim Chief Executive, Torbay Council), Tara Harris (Assistant Director Customer and Community, Torbay Council) and Sue Wiltshire (Head of Human Resources, Torbay Council).

The Chair welcomed Anne-Marie Bond (Interim Chief Executive, Torbay Council), Tara Harris (Assistant Director Customer and Community, Torbay Council) and Sue Wiltshire (Head of Human Resources, Torbay Council) to the meeting and the panel then directed a number of questions to them based around the key question of how do we make Black, Asian and Minority Ethnic (BAME) lives matter at Torbay Council?

The key responses from the council officers are detailed below:

- It was agreed that the council needed to ensure that its foster care provision was ethnically diverse
- It was stated that the council has not historically had a targeted campaign to address diversity in its workforce but that this was now being addressed via the development of a revised workforce or people strategy that would make diversity a focus with support from the Local Government Association (LGA)
- That the council's workforce was most ethnically diverse in social care roles and in agency staff
- That the council's approach to adoption of children was that the process was primarily about the child's needs
- That in developing its workforce plan the council would consider implementing a target for the employment of BAME staff but would take advice from the LGA on this approach
- That whilst Torbay Council has a low BAME workforce of 1.3% in comparison to other councils it does aspire to be representative of the community it serves and the council acknowledges that it needs to do better on this moving forward. To date its approach has been 'one size fits all' rather than targeted but that it needs to make improvements on this issue
- That austerity has made addressing ethnic diversity in the council workforce more difficult as the council has had to focus on a range of issues with less money
- The interim Chief Executive is committed to the council reaching out and engaging with all sectors in its community and is currently consulting the community on the council's consultation strategy

- That the council's approach to BAME staff has to be more than targets but a wider set of initiatives, campaigns and policies to encourage BAME staff to work and stay with the council
- Council is clear that it does not tolerate racism and that it needs to work with the community more to address racism in Torbay
- Council admitted that some of its BAME data was old and dating back to the 2011 census but that the 2021 census data would provide the council with a much better picture of its community and how the council can provide support to the BAME community
- At times the council found it hard to collect data on ethnicity as respondents were not required to answer this question on forms
- The council was clear that its approach to addressing ethnic diversity in its workforce also had to happen in its arms-length companies of SWISCo and TDA
- That the council had not historically marked Black History Month but that it would consider doing in the future
- That the council works closely with the local police to ensure hate crimes are reported but that more could be done to promote this possibly via the Community Safety Partnership and/or Prevent Partnership
- That the BAME community faces a number of barriers in reporting hate crime, these being trust in the institutions they are reporting it to e.g. police and council as well as cultural barriers
- Possibly the focus in Torbay on hate crime has been more on the LGBT community rather than BAME community
- That the council does not specifically collect data on housing and BAME customers and therefore there appears to be no issues with housing but it was acknowledged that this may not be the truth of the issue. The council is therefore keen to explore how it can encourage the BAME community to come forward and report issues or to access advocacy support
- The council's data on BAME access to housing is partial but part of the reason for this was the issue of customers not being under an obligation to disclose their ethnicity on forms or contacts with the council
- The council acknowledges and is currently working to raise standards in the private rented housing sector to address housing deprivation that may also impact BAME community but the council needs to find ways to encourage BAME community to come forward and complain about poor housing. The Council is currently exploring how to reach some communities who don't historically interact with the council and is looking to use targeted social media to do this
- The council needs to review the management of its Facebook page as some racist comments appear on it from members of the public
- Panel considered the possibility of a future review specifically on Housing and BAME
- The council has undertaken an initiative to work with local BAME businesses but this is targeted more at restaurants and hospitality industry to aid compliance. Nevertheless this work has been acknowledged as best practice nationally
- The council has a link to a BAME staff support network at the hospital trust but no council dedicated BAME Staff network

- Council does run equality and diversity training but does recognise more could be done to support and train staff on these issues
- The council acknowledged that it has a low number of BAME councillors but stated that it was only the council's role to encourage candidates and that political parties also had a role to play on this issue
- That the council has for some time not had a dedicated diversity officer
- That the council could consider doing more to work with local schools to promote BAME culture and understanding
- That there was no specific diversity and inclusion training for councillors as part of their induction.

The following actions were identified by the panel:

- Numbers on ethnic diversity of Foster Carers in Torbay to be provided to panel – Nancy Meehan, Director of Children's Services, Torbay Council
- Clarification on ethnic diversity and role it plays in selecting parents for adoption of children in Torbay to be provided to panel – Nancy Meehan, Director of Children's Services, Torbay Council
- Workforce Strategy to be reviewed by BAME Review Panel before consideration by Cabinet – Sue Wiltshire, Head of Human Resources, Torbay Council and Mark Hammett, Strategic Support Manager, Torbay Council
- BAME staff figures for SWISCO and TDA to be provided to panel - Sue Wiltshire, Head of Human Resources
- BAME figures on access to housing to be provided to panel - Tara Harris Assistant Director Customer and Community, Torbay Council
- BAME figures of modern slavery in Torbay to be provided to panel - Tara Harris Assistant Director Customer and Community, Torbay Council
- Overview of how council works with schools to promote BAME culture to be provided to the panel – Rachael Williams, Head of Education, Torbay Council

Devon and Cornwall Police 25 November 2020

Review Panel Attendees: Councillor Atiya-Alla, Councillor John Thomas, Councillor Barrant, Councillor Loxton, Councillor Darling, Kofi Yeboah-Aidoo, Maia Thomas and Kevin Dixon.

Also Present: Councillor Brooks, Councillor Kennedy, Councillor Dave Thomas, Councillor Chris Lewis, Councillor Barbara Lewis, Councillor Bye, Councillor Hill, Councillor Jackie Thomas, and Councillor Manning.

Chief Superintendent Nikki Leaper – South Devon Commander, Superintendent Brent Davison – South Devon Partnerships Lead, Sergeant Dylan Bristow – Diverse Communities Team Leader, Constable Kate Marks – Diverse Communities Officer for South Devon, Susan Stratton - Equality and Diversity Officer Devon and Cornwall Police

The chair welcomed the representatives of Devon and Cornwall Police and explained that he had invited the Police and Crime Commissioner for Devon and Cornwall Police to the meeting but that due to a clash of meetings she was unable to attend but this should not be interpreted as a reflection of her lack of interest and commitment to the issue. However, the Police and Crime Commissioner had provided the panel with a written submission and the panel will review this and consider whether they wish to invite the commissioner to a future meeting of the panel.

Chief Superintendent Nikki Leaper presented data on proportionality in Torbay and South Devon and then the panel member and other councillors present directed a number of questions to her and other police representatives based around the key question of how do we make Black, Asian and Minority Ethnic (BAME) lives matter at Torbay's public organisations?

The key responses from the police representatives are detailed below:

- There was a clear admission that the data collected by the police was incomplete especially around ethnicity and that this made it difficult to accurately understand the extent as to how police activities impacted on Torbay's BAME community
- It was identified that there were many barriers to accurately collecting this data and that language barriers in Torbay may be more widespread than first understood
- The data collected also faces other challenges in how a distinction is made between Torbay residents vs Torbay visitors as well as the need to ensure that the data on ethnicity was collected consistently across the force area so like for like comparisons could be made
- A particular issue with the ethnicity data was that county lines activity could distort the local figures
- The police recognise that to place the data in context they require the BAME data from the 2021 census and also need to work with other partner organisations to share data where appropriate
- That the police recognise that they need to build trust with communities over the use of stop and search and are currently working with independent advisors from the community to shape this and other policy approaches
- The police recognise they need to do more to obtain the 'lived experiences' of the BAME community to shape their approach and policy towards policing in Torbay and are setting up a South Devon Reference Group to address this
- That the police are open to working with the local community of Torbay to find ways to build trust and confidence in the police – they see this as societal issue not just a police issue

- Admission from police that they could do more to address racism and trust and confidence in them via schools and colleges and also use this as an opportunity to recruit young people into the police especially from the BAME community
- In answer to challenge from the panel on why so many BAME people are subject to stop and search the police representatives stated that it was still not clear but that work was ongoing to look at this via an Office for the Police and Crime Commissioner Scrutiny Panel
- The police explained that officers do undertake unconscious bias training and also undertake an equality and diversity module
- Panel members asked for the Torbay figures on proportionality to be placed in context with those for Plymouth and Exeter and it was explained that Torbay's figures were similar to those for Cornwall but that Exeter's figures were a little higher and Plymouth's a little lower but that the figures were all quite similar
- It was explained that out of 244 senior police officers in the Devon and Cornwall Police there were 5 BAME inspectors and that the BAME workforce in the force was approximately 1.3% but that the police recognise that they need to do more to attract BAME people to work in police not just as officer but also in support roles
- The police explained that they needed to really understand the barriers that were stopping the BAME community joining the police force but that these could be that they perceive the force as racist, they are concerned about their career prospects because they are BAME, a fear of facing racism from the public and the element of danger of being a front line police officer
- The police questioned whether they had BAME role models in the force for the BAME community to look up to and that it was intimidating to join an organisation where the majority of staff were white.

Members of the public then had the opportunity to ask questions and the key responses from the police representatives are detailed below:

- It was explained that the Devon and Cornwall Police were considering drafting an Anti-Racism Policy to specifically address racism both internally and externally
- There was a need to challenge and educate the older population in Torbay on race and ethnicity as well as the younger generation and that this could be achieved by a greater emphasis on diversity events and visibility of BAME culture in Torbay, particular reference was made to the Into the Mix Festival that previously took place in Torbay but that to be successful this festival and other events needed support from organisations such as the council
- There was a discussion around whether the term 'hate crime' was the best description of the activity that takes place against the BAME community and whether a more specific term or definition is required

The following actions were identified by the panel:

- Police presentation on proportionality to be sent to all panel members – Melissa Nicholson
- Panel requested data on % of stop and search activity that was justified in Torbay – Melissa Nicholson/Nikki Leaper
- Police to respond on whether stop and search figures included foot and vehicle stops - Melissa Nicholson/Nikki Leaper

- Police to provide Councillor Advocate details to panel members and Councillor MacGregor from Teignbridge District Council - Melissa Nicholson/Nikki Leaper



Submission to: Torbay Council – Review Panel Meeting - 25 November 2020

From: Police and Crime Commissioner, Devon, Cornwall and the Isles of Scilly

Date: 24/11/2020

Area of work: *How do we make Black, Asian and minority ethnic lives matter in Torbay?*

Introduction

Firstly, I must apologise that I cannot be with you in person. Please do not see this as my lack of commitment to your efforts. I am already booked at a public meeting in another area of Devon. After conversation with Cllr Jermaine Atiya-Alla to discuss my absence it was suggested that I produce a written submission.

I thought it would be helpful to firstly be clear about my role. It is still classified as a 'new' role as the first election for a Police and Crime Commissioner was in November 2012 and I was elected in May 2016. There are still many misunderstandings about what a Commissioner can or cannot do in their role so some clarity may help you better phrase any suggestions you may have following your discussions. I look forward to hearing the results of your considerations.

What is the role of a Police and Crime Commissioner?

The role of a Police and Crime Commissioner is to be the voice of the people in policing, and to hold the Chief Constable to account for how he/she discharges their functions. The aim of all Commissioners is to ensure the delivery of an effective and efficient police service within their force area.

Commissioners are responsible for 'the totality of policing' (i.e. all of policing, not just some parts of it) but they 'must not fetter the operational independence of the police force and the Chief Constable who leads it'.

By law (the Police Reform and Social Responsibility Act 2011), Commissioners have to do certain things, such as:

1. secure an efficient and effective police force for their area;
2. appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them;
3. set the police and crime objectives for their area through a police and crime plan;
4. set the force budget and determine the precept (i.e. the levy on the council tax bill that will go toward policing);
5. hold the Chief Constable to account for how the force contributes to the national and international policing capabilities set out by the Home Secretary; and

6. bring together community safety and criminal justice partners (i.e. other organisations and agencies), to make sure local priorities are joined up.

The difference between the Chief Constable and the Police and Crime Commissioner

The Police and Crime Commissioner and Devon and Cornwall Police are two separate entities. Although the Commissioners must appoint and may, in extreme circumstances, dismiss the Chief Constable, the Commissioner is not the Chief Constable's employer. It is a Crown Service with an oath sworn to the Queen.

The Chief Constable and the Commissioner have lots of responsibilities and their roles are different. The table below does not list all their individual duties, but does aim to show the main differences between the two roles:

Chief Constable Is a Corporation Sole	Police and Crime Commissioner Is a Corporation Sole
Must deliver an effective police force and has direct control over the force, its officers and staff.	Makes sure that the views/needs of residents and businesses inform how our police service operates.
Leads and makes decisions on all aspects of operational policing. However, they must have regard to the Police and Crime Plan and manage the day to day budget of policing.	Sets the police's priorities through a Police and Crime Plan and decides how much money the police force will be given each year to operate.
Is the most senior police officer in Devon and Cornwall Police	Acts on behalf of the electorate and ensures that the Chief Constable is delivering effective policing by holding them to account.
Is responsible for the delivery of operational policing and overall performance of the police.	Decides what the council tax contribution towards policing (the precept) is.
Politically independent.	Elected into office.
Accountable to the Commissioner.	Accountable to the public.

Background

My Police and Crime Plan has the ambition to create Safe, Resilient and Connected communities. It was put in place to serve a policing area that is diverse in its people and geography, with remote rural areas alongside urban centres and coastal communities.

I am working alongside our police force to ensure that it better reflects the make up of the force area that it serves and the services we provide are more suited to our residents. The local and national uplift in police officers has created a once-in-a-generation opportunity to be more inclusive

and representative of the communities policing serves. We are having the biggest investment in policing in a decade.

There is significant work to be done. Recent research by Devon and Cornwall Police and based on the 2011 Census shows that between April 2019 and March 2020 police were 12 times more likely to stop and search a black person than they were a white person, black people were three times more likely to be victims of crime and 9.5 times more likely to be subjected to police force.

The proportion of black and minority ethnic staff and officers in Devon Police is lower than it is in the wider population of the two counties and five inhabited islands.

Next year a census will be carried out that is likely to show that the proportion of black, minority ethnic and refugee communities in our force area has increased since the last census. The requirement to tackle racism, hate crime and disproportionality in the staffing of our public services is therefore more urgent than ever.

Fortunately, there is significant, highly prioritised and ongoing work by my office to address these challenges.

My strategy is based on the following activity:

Commissioning of services

In the year to May 2020, while overall crime fell, there was a 3.1% increase in hate crime reported in the Devon and Cornwall Police area (see breakdown below). In recent years there has been a significant effort to encourage reporting of hate crime. You will see regular activity from my office to encourage hate crime reporting.

Type	Jun-2019 to May-2020	Jun-2018 to May-2019	% Change
Totals	1856	1800	3.1%
Racial	1054	1072	-1.7%
Sexual Orientation	344	296	16.2%
Disability	244	197	23.9%
Religion	93	102	-8.8%
Transgender	84	85	-1.2%
Sex or Gender	63	41	53.7%
Other	80	76	5.3%

The Crown Prosecution Service, in partnership with the police, maintains a high level of convictions for hate crime in relation to other crime types (85% for 12 months to March 2020) and in doing so continues to send the message that perpetrators will be dealt with robustly through the courts.

Police and Crime Commissioners have a responsibility for victim care and it is important that these are delivered sensitively in relation to racial and cultural differences. My office is presently restructuring how it delivers these services and has embarked on a significant procurement exercise. Understanding what support is needed by residents in our black and minority ethnic communities, and seeking to address these needs, is included in that effort. We are embarking on a new long-term strategic partnership to ensure that victim services are accessible and available when they are needed.

Organisations that are currently part of the Victim Care Network that provide services specifically for minority groups include North Devon Sunrise, the Plymouth and Devon Racial Equality Council, Stop Hate UK and the Ubuntu Counselling Service.

Leading workforce change in Devon and Cornwall Police and my office

My role is to formally scrutinise Devon and Cornwall Police. I do this through independent scrutiny panels and publish summary reports on their findings and recommendations on my website.

The aim is to identify what is working well along with opportunities for improvement.

Last year one of my scrutiny panels completed a review into how Devon and Cornwall Police uses its powers to stop and search. The panel's findings and recommendations can be read online at www.devonandcornwall-pcc.gov.uk/about-us/scrutiny/scrutiny-meetings-and-documents/

Torquay Police Station has its own custody centre, and one of my statutory functions is the delivery of an Independent Custody Visiting Scheme. The scheme comprises a wide range of volunteers who undertake independent visits to custody centres and engage with detainees to ensure that safety and welfare standards are maintained. The scheme is still being delivered through technology as part of our COVID safe protocols and retains its Silver Award from the Independent Custody Visiting Association.

Scrutiny of activities in this way represents a vital method of challenging the status quo and whenever possible should be done in the public eye, with maximum transparency. My office has received a Transparency award for four years running by an organisation called Comparing Police and Crime Commissioners for the level of information that is available to the public via our website www.devonandcornwall-pcc.gov.uk – something of which we are rightly proud.

In terms of co-ordinating activity relating to racial disparity the Office of the Police and Crime Commissioner has formed an Equality and Diversity Working Group.

Listening to the public to understand their views and any concerns

Between January 2019 and March 2020, before face-to-face engagement activities were curtailed, my office attended 21 public events across the force area that were aimed at diverse communities. At these events members of the public were encouraged to take part in surveys, sign up to my Neighbourhood Alert newsletter and had victim of crime services explained to them.

One of these events, "Into the Mix" was a multi-diversity event held in Torbay for the first time which received significant funding from my office in recognition of the fact that it was the only upper tier local authority in the Devon and Cornwall Police area that did not have a significant annual event in celebration of diversity.

The event held in the grounds of Torre Abbey was deemed a success with feedback from local families who gave their heartfelt thanks for enabling the opportunity. It also enabled all public sector and voluntary agencies a chance to learn and engage with Torbay's diverse communities. Yet there was a lack of presence from senior leaders who participated and only the local MP and myself were there to represent Torbay Together, of which we are both members. I do not underestimate the impact on community cohesion and building trusting relationships in us all at such events.

I am currently in the process of surveying people in the force area in order to obtain their views on the annual police budget and their perception about the police and victim services. My communications and engagement team are making significant efforts to reach out to communities who have been traditionally under-represented in such polling such as younger people and those of a black and minority ethnic background. As an example, we have reached out to the Devon and

Cornwall South Asian Society which has agreed to distribute a link to the survey in its newsletter and feature it at their annual event. An Easy Read survey is being created to circulate to our learning disabled communities.

I have a role in monitoring how the police handle and respond to complaints about Devon and Cornwall Police, its officers and operational police staff. Under police complaint reforms, from 1 February 2020, the Police and Crime Commissioner is the 'appropriate authority' to review certain police complaints where a complainant is dissatisfied with the outcome. The Police and Crime Commissioner is also responsible for appointing and providing Legally Qualified Chairs and Independent Misconduct Hearing Panel members for Police Misconduct Hearings. More details are available on <https://www.devonandcornwall-pcc.gov.uk/about-us/complaints/complaints-against-devon-and-cornwall-police-officers/>

How can the Torbay's community get involved?

As part of the range of ways my office seeks the views of communities, we have developed mechanisms for individuals to share their lived experience with us, this may be as a victim of crime, an offender or through other contacts with the criminal justice system. These volunteers help us develop policy, contribute their views and influence our decision making.

It is vital that public bodies better understand the barriers to service that people of diverse backgrounds experience and make a greater effort to understand the cultural differences that can lead to mistrust and poor communication. Along with diverse communities understanding how to use their voice and what they can do to change the concerns of disproportionality within the policing and crime realm. Meaningful engagement is part of this solution.

Lack of confidence in policing and criminal justice systems is often a barrier for some communities in engaging and taking forward key issues with authorities. There are a variety of ways on which communities which lack this confidence can safely link with policing and my office. For example:

- If you do not feel comfortable contacting the police, there are a variety of third-party reporting services you can use such as Stop Hate UK (0800 138 1625) and Crimestoppers (0800 555 111) which can be done anonymously
- Victims of crime can seek support from the 24/7 Victim Support Webchat <https://www.victimcaredevonandcornwall.org.uk/victimsupportwebchat/> or contact the Victim Care Unit directly
- Visit a Blue Light Day if they have disabilities
- Volunteer as an Independent Custody Visitor
- Volunteer to provide lived experience insight to our policies and practices
- Volunteer to join one of the OPCC Scrutiny Panels

There are also now more than 300 Councillor Advocates working with the OPCC across Devon and Cornwall and the Isles of Scilly. Councillor Advocates are local elected representatives from any party and any level of council (from parish councillors to county and district councillors) who work with the OPCC and link their local community with policing.

For more information about how the scheme runs and how to become a member visit <https://www.devonandcornwall-pcc.gov.uk/take-part/councillor-advocate-scheme/>.

Both the force and my office will be supporting diversity events either digitally or physically in the year ahead and the council might like to explore options to collaborate on these projects.

Sending the right message to our communities and our people

It is right that organisations across the private and public spheres unite in their message that racism will not be tolerated. Opportunities to speak loudly and publicly on this subject, such as Hate Crime Awareness Week, should be utilised not only in external communications but also to reassure employees that they are part of an inclusive organisation that values and respects difference.

A recent video produced by the OPCC to mark Hate Crime Awareness Week centred on the lived experiences of minority hate crime victims in Devon and Cornwall and was among the most viewed and engaging pieces of content the office has produced. It can be viewed at <https://www.devonandcornwall-pcc.gov.uk/news-and-blog/multimedia-hub/why-it's-more-important-than-ever-to-call-out-hatred-in-our-communities/>

This video showed the arson attack on the synagogue in Exeter last year of which the Chief Rabbi of the UK stated that our force was an example for the rest of the country in how it dealt with it. Along with receiving a Highly Commended World Class Policing Award in competition with international police forces.

I also make myself personally accessible and available to anyone in our community that feels either my office or the force is not getting things right. Recently I have been working alongside diverse communities in Plymouth to help rebuild trust and have funded them to help form a coalition to tackle hate and discrimination.

The next steps

There remain challenges ahead for the police force and for my office in relation to this issue. In the next six months my office has committed to:

- Providing quality assurance to our policies and Equality Impact Assessments and identify any areas of improvement.
- Developing an approach for virtual engagement with diverse communities during the COVID pandemic when face-to-face engagement has not been possible.
- Recruiting two independent and diverse members with lived experience to participate on the Domestic Abuse Perpetrator Interventions Project Board.
- Improving office understanding of equality and diversity and the factors that contribute to disparity.

I have also offered express support to the seven recommendations from the Black and Minority Ethnic Steering Group established in Cornwall as part of my role on the Cornwall and Isles of Scilly Leadership Board led by the Council. You may find these recommendations of interest and they can be found here:

<https://democracy.cornwall.gov.uk/documents/s138403/Tackling%20racism%20and%20inequalities%20for%20ethnic%20minority%20residents%20in%20Cornwall%20and%20the%20Isles%20of%20Scilly%20V.pdf>

I hope that my submission offers some reassurance to our community and look forward to hearing about your discussions and suggestions from today.

Please do not hesitate to contact my office for further information or assistance.



Getting in Touch

You can contact us the Office of the Police and Crime Commissioner using following methods:

Telephone: 01392 225555.

Email: opcc@devonandcornwall.pnn.police.uk

Post:

The Office of the Police and Crime Commissioner

Andy Hocking House

Alderson Drive

Exeter EX2 7RP

Attending a public engagement event or forum: you can find details about our public engagement events, forums and public meetings

Follow us on Social media: follow our official social media accounts on [Facebook](#), [Twitter](#) and [Instagram](#)

Website: www.devonandcornwall-pcc.gov.uk – for access to information

Devon and Somerset Fire and Rescue Service 8 December 2020

Review Panel Attendees: Councillor Atiya-Alla (Chair), Councillor Barrant, Councillor Loxton, Councillor Darling, Kofi Yeboah-Aidoo, Maia Thomas and Kevin Dixon.

Also Present: Councillor Brooks, Councillor Chris Lewis, Councillor Barbara Lewis, Councillor Morey, Councillor Douglas-Dunbar, Councillor Law, Audrey Gilding-de Kort (Diversity & Inclusion Manager, DSFRS), Emma Wilshaw (Diversity and Inclusion Officer, DSFRS), Yaz Murfin (Chair of the Multicultural Staff Support Network, DSFRS), Wayne Rawlins (Area Manager Risk Management- Operational Risk, Prevention and Protection, DSFRS) and Ryan Houghton (Policy Procedure and Guidance Officer, DSFRS).

The key responses from Devon and Somerset Fire and Rescue Service (DSFRS) representatives are detailed below:

- That DSFRS had undertaken work with the Eastern European community and found that a significant issue was the language barrier for this community to engage and understand key messages from the Fire Service such as what to do in a fire and who to call (it was stated that only one third of the Polish population knew to phone 999 in case of fire). DSFRS found that the best way to engage and communicate with this community was to do it via 'community gatekeepers' who the community trusted
- DSFRS are now very aware of the issue of language and that many in their community do not have English as their first language or have little or no English language skills and the Fire Service now they are working on a multi-language website
- DSFRS stated that they had no evidence of racial abuse of their staff but that they did have a recording process in place to capture this data if it took place

- DSFRS explained that in terms of recruiting for staff they previously just used local postcodes as a restriction but now they have removed this restriction to encourage staff recruitment from as wide a range of areas as possible
- DSFRS also explained that they had dropped the need for formal qualifications from their recruitment process and that instead they tested candidates to see if they met their thresholds – the reason for doing this was that they wanted to encourage candidates who may have qualifications from other countries who would find it problematic to apply with qualifications from their country of origin
- DSFRS uses relocation packages for some jobs to attract candidates from outside Devon and Somerset
- DSFRS explained that they were aware that the BAME community were under-represented in their workforce and that there were a number of barriers to recruiting BAME staff and these were:
 - Because of austerity and cuts their recruitment has been piecemeal and this has made it difficult to mount a high profile campaign to attract BAME candidates
 - In relation to firefighters the need for some to live 5 minutes from their fire station was a challenge as many of the stations are in rural locations where the BAME community is poorly represented
 - There is a lack of BAME role models in the Fire Service both locally and nationally
 - Perception in community that only role in Fire Service is being a firefighter and therefore more needs to be done to promote the wider set of roles in the service and the career progression within the service to the BAME community
- DSFRS recognised that they need to do more to engage with the BAME community in Devon and Somerset but that previous attempts had been difficult and disappointing as it was really hard to reach and speak to many sections of the BAME community. However, DSFRS is establishing a project with some of their stations to encourage them to regularly meet with their local communities but this has been temporarily paused due to the pressures of the COVID-19 pandemic
- DSFRS explained that the London Fire Brigade had started to use ‘Culture cards’ to enable firefighters to have the skills to engage with the BAME community
- DSFRS stated that the significant part of their interaction with the BAME community was in relation to compliance and enforcement activity on businesses in the hospitality sector and that in Torbay they worked with the council on a scheme known as ‘Better Business for All’ which sought to support BAME businesses to comply with fire and environmental health laws. However, DSFRS admitted that they needed to do more on this area and take a position of supporting and educating business owners rather than just enforcing the rules
- DSFRS explained that retaining their staff was also important as once you have attracted candidates to the Fire Service you need to ensure you retain them by making support available. To facilitate this the Fire Service has established a Multicultural Staff Support Network which is undertaking support and activities such as promoting Black History Month within the Service
- DSFRS stated that they are looking to improve their recruitment of BAME staff by better utilising social media and advertising in locations where BAME people were more likely to see the advert such as Asian or Eastern European food supermarkets

- DSFRS explained that they did not have recruitment targets in relation to BAME staff as they want their staff to be appointed on merit
- In conclusion DSFRS identified a number of areas where it could do better on BAME issues and these are:
 - Identify and gain the trust of and work with the ‘community gatekeepers’ in the BAME communities
 - Get better at collecting data on the BAME community so services can be adapted and shaped to meet the needs of the BAME community
 - Continue to support the existing BAME staff via the staff network but look at others way to support BAME staff
 - Develop key performance measures and indicators on BAME issues so the DSFRS can see how it is doing on this issue and address any poor performance
 - Continue to constantly explore different ways to attract BAME candidates to the Fire Service in Devon and Somerset such as BAME open days and challenging old recruitment methods such as word of mouth in rural areas

The following actions were identified by the panel:

- Review Panel to consider visiting a Torbay fire station when safe to do so to promote BAME issues.

Torbay and South Devon NHS Foundation Trust 21 January 2021

Review Panel Attendees: Councillor Atiya-Alla, Councillor Barrand, Councillor Loxton, Councillor Darling, Kofi Yeboah-Aidoo, Maia Thomas and Kevin Dixon.

Also Present: Councillor Barbara Lewis, Councillor Chris Lewis, Councillor Bye, Councillor Hill, Councillor Long, Councillor Mandy Darling, Councillor Brooks, Councillor Foster, Liz Davenport (Chief Executive, Torbay and South Devon NHS Foundation Trust), Sir Richard Ibbotson (Chairman, Torbay and South Devon NHS Foundation Trust), Sanita Simadree (Chair of Devon BAME Network, Torbay and South Devon NHS Foundation Trust).

The chair explained that the review was being renamed as the Torbay Racism Review after listening to feedback from the local community.

The key responses from the Torbay and South Devon NHS Foundation Trust service representatives are detailed below:

- That the Trust is working closely with South Devon College to build career pathways for those that cannot learn in traditional ways to access healthcare roles and that being an ICO offers wider opportunity to staff but that more could be done to listen to the views of the BAME community and BAME staff to see if this approach is working. The trust were keen to stress that career opportunities were not just clinical but also for support staff
- That the Trust has approximately 6,000 employees and that of this 6% are from a BAME background, however the Trust recognises it still needs to do more to be an organisation that is reflective of its local community

- The Trust recognises that it has a strong track record of recruiting BAME staff from outside of Torbay but needs to get better at recruiting BAME staff from within Torbay
- The Trust is keen to work more closely with local schools on recruiting staff for their organisation
- The Trust recognises that it needs to continually improve its engagement with the BAME community and that the best way to do this was through gaining the trust of community leaders who already have the trust and relationship with their community. The Trust is especially keen to work with the council on addressing this
- The Trust recognises the need to educate staff on BAME issues and cultural diversity as the staff community are embedded in the local community and are the organisations' best ambassadors
- The Trust would like to explore using BAME role models in their organisation to promote the recruitment of BAME staff but they also see the importance of Torbay being a vibrant community in attracting BAME staff to move here from other areas
- The Trust have invested time and resources in ensuring BAME staff especially from overseas have strong pastoral support and this has helped to retain and recruit BAME staff
- The Trust has strong communication routes and resources to communicate with BAME patients and adheres to national NHS standards but is not complacent on this and is always looking to improve its communication with BAME patients but sees the best way of doing this as working with the local BAME community on what works best for them
- One challenge that the Trust is facing is assessing the qualifications from overseas workers to ensure they have the appropriate skills and knowledge to work in the NHS
- The Trust also faces a challenge in meeting the cultural requirements of BAME patients whilst juggling its finite resources and this was especially relevant to the provision of mixed sex wards
- Whilst the Trust adheres to all the relevant equality and diversity legislation and standards it does recognise that its Board of Executives and non-executives is not representative of the community it serves and is seeking to redress this via reverse mentoring by senior staff being mentored by other Trust staff
- One of the ways the Trust is seeking to improve its understanding of BAME issues is by supporting the Devon BAME Network
- The Trust was clear that its approach to recruitment is based on merit and not a quota approach
- The Trust has recognised the higher mortality rate of the BAME community and has a rigorous risk assessment process in place to protect staff including those from a BAME background
- The Trust uses a variety of methods to engage with its staff to ensure they are culturally equipped to work with the BAME community, this includes the Devon Network, review of data, staff survey, Freedom to Speak up Guardians and exit interviews but it does recognise that it could undertake more cultural diversity training with its workforce and is developing cultural competency frameworks to address this. However, these frameworks need to be co-designed with BAME staff and BAME patients

- The Trust does recognise however that BAME staff and patients are more reticent to complain or raise issues or concerns so they need to do more to build trust so that people feel comfortable in coming forward
- The Trust stated that abuse of BAME workers was still higher than for non-BAME workers but that this was slowly reducing, however the Trust has a zero tolerance policy in relation to abuse and rigorously enforces it
- The Trust is working closely with the Council on recruitment and retention of staff but that if more was done around key worker housing, creation of a vibrant community and social connections the recruitment and retention of staff especially from a BAME background would be improved
- The Trust explained that they have a dedicated and discrete service to work with overseas patients who require medical support in Torbay
- One area of BAME staff that the Trust recognised as requiring more support was care home workers and they wanted to work jointly with the council on addressing this issue
- The Trust explained that they feel that the establishment of the Devon NHS BAME Network has been helpful in allowing BAME staff to share their experiences and for themes and issues to be identified and addressed – but they would like to do more on this and would particularly like to work jointly with the council on developing this network as the network is run by volunteers
- Overall the Trust sees its strength is in the pastoral care it gives to BAME staff but it recognises it needs to do more such as
 - See past the NHS targets and performance indicators to ensure it is an authentic organisation that values staff and its patients irrespective of their background
 - Engage and work more closely with the local BAME community so that trust is built and communication is two way
 - Improve the equality of career aspirations amongst BAME staff
 - Ensure Board is linked in to the experience of BAME patients and staff

Torbay Housing Providers 3 August 2021

Review Panel Attendees: Councillor John Thomas (Chair), Councillor Barrand, Councillor Loxton, Kofi Yeboah-Aidoo, and Kevin Dixon.

Also Present: Hayley Austin: Director of Housing, Westward. Julie Bingham: Regional Manager Neighbourhoods, Live West.

Julie Bingham and then Hayley Austin presented information about their organisations in response to the question plan submitted by the panel. The panel members then directed a number of questions based around the key question of how do we make Black, Asian and Minority Ethnic (BAME) lives matter at Torbay's public organisations?

The key aspects from the Live West presentation are detailed below:

- Live West employs 1417 employees. Their goal is 2.5% BAME staff in Senior Management roles and 10% BAME representation on their non-executive board. Currently there are 0% for both but this is a recognised concern for the organisation and work is being done to

promote roles and develop careers. 2.1% of Management and Team Leaders are from a BAME background.

- Live West work closely with the SARI (Stand Against Racial Inequality) company based in Bristol. Live West funds SARI to carry out individual case work. SARI also acts as a critical friend offering advice to the organisation. Live West's Board, Executive and Operational teams have all received training from SARI.
- Live West have re-introduced Equality Risk Assessments for their new and existing policies and procedures and all policies will reference Equality and Diversity. The Anti-Social Behaviour and Hate Crime Policy outlines that Hate Incidents are responded to by Live West within 24 hours and SARI are involved in offering support to victims of hate Incidents. If a person believes they are the victim of a Hate Incident, it is categorised as such in Live West's records.
- Live West had an increase in reported Hate Incidents from 2019 to 2020 and during the period of COVID-19 lockdown. This increase was also seen by other Housing Providers. It was recognised that there were probably further incidents which were not reported and there is more that could be done across the sector to identify the underlying themes of ASB incidents.
- The Equality Diversity and Inclusion (EDI) Board at Live West have changed the way they work to become more effective, better at challenging, to make faster changes to support communities and teams with issues around EDI, and identify areas where they could do better. Each member is a decision maker from a different area of the organisation who takes responsibility for actions and reports back to the board. A number of action plans have been developed to break down, monitor and deal with their identified challenges.
- An ambitious new strategy based around six pillars; Growth, Accessibility, Belong, Individuality, Trust and Challenge, has been developed by the EDI board and is in the final stages before being adopted. As part of the strategy, Live West are promoting the work they are doing to improve Hate Crime reporting on their website.
- Equality Diversity and Inclusivity is listed among Live West's 2021/22 Key Strategic Priorities which highlights the importance of the work of the EDI board and its outcomes.
- Live West have launched diversity groups to reach out to customers and staff and take an active role in promoting Equality and Diversity. One of these groups, the Race and Ethnicity Equality Network (REEN), support the organisation by challenging them with issues around racial equality and fairness and share stories and experiences to help make positive changes to working practices. The group attend EDI board meetings and are currently working to help Live West support underrepresented communities.
- Live West works to retain BAME staff in a number of ways including promoting apprenticeships to BAME communities, encouraging diversity in the workplace, supporting individuals with personal development and wellbeing and providing inclusive facilities i.e. prayer rooms.
- Live West received a small number of complaints connected to unconscious bias, often connected to how they have dealt with bias from neighbours. Live West ensure they take a zero-tolerance approach to hate incidents, taking steps to educate customers and involving SARI to improve relationships between neighbours. Cases are reviewed for learning and improvement opportunities and outcomes shared with colleagues.

- There are various policies at Live West to support staff in reporting Hate Crimes including those for grievances and unacceptable behaviour from customers. Reports are logged via the Assure Portal and investigated by an assigned manager.
- Live West take the opportunity to learn from other groups such as SARI, the Race Equality Strategic Leaders' Group and the Race Equality Covid-19 Steering Group to improve their support to BAME customers and staff.

The key aspects from the Westward Housing presentation are detailed below:

- The impact of the Black Lives Matter movement has brought race inequality to the fore prompted the sector to consider its role in addressing the issue.
- The report from the Commission on Race and Ethnic Disparities has been criticised by the sector as it acknowledged inequalities in housing but did not explore the issue.
- The trade magazine – Inside Housing, are running a series of monthly articles on racism and housing to explore the impact on communities.
- The National Housing Federation review report on Housing Association staff and webinar on tackling discrimination and fostering inclusion within communities was recommended to the panel.
- Westward carry out mandatory training for staff on Equality and Diversity and on safeguarding (including modern slavery) to ensure their staff are equipped to work with all communities. There is also a wealth of information and support on their intranet under the banner of equality. Staff are also supported by policies, networks and local agencies and both individually in 1 to 1s and in team meetings.
- Westward are in the process of completing their Equality Statement and Equality Policy. The statement sets out what Westward will do as an organisation to work towards addressing discrimination and the promotion of inequality. It is reviewed by the board annually and monitored twice a year by the Executive Team.
- Westward also carry out an LGA Social Housing Equality Framework self-assessment which is an equality performance measurement tool.
- The broad policy framework at Westward also includes Equality Impact Assessments, Hate Crime, ASB and whistleblowing policies.
- Westward promote awareness events and campaigns e.g., Black History Month, their Modern Slavery and Human Trafficking Statement, National Hate Crime Awareness Week and the Torbay Racism Review Panel.
- Westward recognises its Vision, values and workplace culture as well as its policy framework are its strengths in working with Black, Asian and Minority Ethnic Communities. There was recognition that the sector does not have representation at senior level, equality and diversity work is being done in isolation and the sector could improve its equality data and benchmarking to learn where the gaps are to help spot trends.
- Westward have been keen to develop links to gain knowledge and improve how they work with communities. One way they have been doing this is their Community Involvement Officer has been attending the Torbay Racism Review Panel meetings.
- Westward doesn't currently record if complaints are made by people with BAME backgrounds but uses a variety of methods to review customer feedback and learn from it.

- At Westward 2.8% of the workforce are from Black, Asian or Minority Ethnic backgrounds. At senior there is a positive gender balance but no representation from the Black, Asian or Minority Ethnic population. It recognises that strong values are not enough to ensure a diverse workforce.
- Westward would like to do more to understand how many people from BAME backgrounds are applying for jobs and look at shared data from the sector.
- Westward works to retain staff by striving to be a desirable place to work in terms of pay and conditions and maintains a focus on staff wellbeing. Feedback from independent exit interviews is used as a learning opportunity.
- Staff can report incidences of racism in 1 to 1s. Equality and Diversity training and the Bullying and Harassment Policy support the process of dealing with reports.
- Westward would like to work with other Housing Providers in the Torbay area to share data, experiences and good practice in order to support customers from BAME backgrounds.
- Key responses to Panel questions by Live West and Westward Housing are detailed below:
- Live West engaged the REEN group to develop their Equality Strategy and help them understand BAME communities, their history and what's important to them.
- Westward carry out customer journey mapping to learn from customers to inform policies. The organisation's Hate Crime policy is being reviewed so members of BAME communities will be asked to feedback on what they'd like to see included.
- Both Housing providers expressed the importance of carrying out visits to customers to engage with them and support those who do not have access to technology. It is also important that the operatives going out into the community have awareness training to help identify areas of safeguarding concern for customers e.g., Domestic Abuse and Hate Crimes. There remains a challenge in effectively consulting with groups without using technology.
- Both Housing Providers are committed to ensuring messages on equality are promoted throughout the year and not just for Black History Month.
- It was suggested that the panel look at the problem of the private rented sector in terms of security of tenure and overcrowding and review the housing waiting list in terms of demographics.
- Live West have experienced issues in obtaining land in the South West to build affordable homes due to increasing competition from developers. It has also been difficult to find accommodation for tenants who have had to leave their homes due to fire or flood because of the lack of available properties and hotel rooms as a result of an increase in holiday makers.
- Housing Associations have been subject to a regulation rent reduction by the government for the last four years. They have recently been allowed to raise rents by Consumer Price Index +1%. This reduction in income has impacted on the amount of new affordable homes being built by Housing Associations.
- A Housing Associations response to reports of ASB is in collaboration between multiple agencies. The resources of all agencies have been stretched by their response to the pandemic and Housing Associations are finding themselves dealing with new issues such

as county lines and cuckooing. The periods of isolation during the pandemic have resulted in more reports of ASB which are actually neighbour disputes, for which their available response is often limited to offering coaching and mediation to mend relationships.

Information requested by the panel:

- Contact information for the REEN Group – Supplied.
- A link to the National Housing Federation Webinar: Tackling discrimination and fostering inclusion within communities – Supplied.
- Copies of Inside Housing Magazine – Link to article supplied.
- When available: Data on how many properties had been allocated to people with BAME backgrounds during the pandemic.

NHS Devon Clinical Commissioning Group 18 August 2021

Review Panel Attendees: Councillor Atiya-Alla (Chair), Councillor Steve Darling, Councillor Barrand, Councillor Loxton, Kofi Yeboah-Aidoo, and Kevin Dixon.

Also Present: Jane Milligan, CEO Devon CCG and Integrated Care System (ICS) for Devon, Andrew Millward, Director of Communications and Engagement of ICS Devon; and Director of Communications, HR and IT, Devon CCG, Nellie Guttmann, Senior Strategic Engagement Manager, Devon CCG and Lincoln Sargeant, Director of Public Health, Torbay Council and Chair of Devon Health Inequalities Executive.

1. Presentation of Nous Report on Experiences of Health and Care in Devon for BAME Communities and Staff

The CCG representatives gave a presentation on the outcomes and recommendations made in the Nous report. The work to inform the report was undertaken in September 2020-April 2021 by NHS and Local Authority organisations in Devon and sought to review the experiences of the diverse communities and staff across Devon, including Torbay.

The report made 34 recommendations and these will inform the equality, diversity and inclusion strategy for the new Integrated Care System (ICS).

In relation to staff feedback the main themes of the report were:

- Concerns from BAME staff about recruitment, progression and ethnic diversity in their organisation
- Staff experiences of racism, which though rare do occur and are not always dealt with effectively by their organisation
- Staff view that equality and diversity is not a priority for their organisation
- Staff concerns about a lack of BAME staff networks and their sustainability.

In relation to community feedback the main themes of the report were:

- Inadequate interpretation and translation support which causes barriers
- Perceived lack of cultural competence among providers

- Concerns about mental health and isolation due to challenges in accessing services.

In essence the 34 recommendations focus on:

- Developing community reference group/s to represent the views of diverse communities across Devon
- Supporting the development of the system BAME staff network
- Co-designing and delivering cultural awareness training for staff in all organisations across the ICS
- Co-designing services including translation and interpretation
- Overhauling recruitment and progression to build a more diverse workforce that represents local ethnic minority communities across the ICS in Devon
- Building stronger relationships with communities to ensure health services meet the needs of people from ethnic minority communities

The CCG explained that progress is already being made by the ICS on the issues identified in the report by:

- Increasing support and collaboration with the BAME staff network
- Working to ensure Devon is a welcoming place to work for international nurses and medics
- Working to widen BAME representation via the voluntary and community sector
- Ensuring the recruitment process for ICS Devon chair is undertaken with representation from diverse communities
- Using Nous findings to inform the Covid vaccination outreach programme approach.

2. How do we make Black, Asian and Minority ethnic lives matter at Torbay's Public organisations – Questions to Devon CCG

The CCG representatives gave an overview of the organisation and made the following points in relation to the key question:

- CCG employs around 450 staff, around 100 are based in Torbay (Pomona House)
- BAME staff make up approximately 2.2% of the CCG's staff population
- Although unacceptably low, the number of ethnic minority staff within the CCG has been increasing over the past few years. For example, some departments in the organisation are improving more quickly (Comms, HR and IT is currently at 5.4%)
- There is a CCG Objective (measured at Board level) to move this closer to the Devon average of 6.4%
- CCG has been overseeing the vaccination programme. Through the outreach of this work, they are starting to build strong links with ethnic minority communities. Examples include:
 - Working with the Muslim community to deliver a vaccination pop up site at the Exeter Mosque

- Working with Devon and Cornwall Chinese Association to vaccinate migrant workers and undocumented migrants
 - Vaccine ambassadors programme – Diverse Health and Social Care staff have been acting as champions to support the vaccine programme.
 - Facilitating question and answer sessions with community groups, including Christian Fellowship churches
 - A new Equality Diversity and Inclusion Group has been set up and linked to the Staff Partnership Forum to oversee the organisation's cultural development programme and the overhaul of recruitment
- Panel members and others then asked a series of questions and the main points in relation to the responses from the CCG are detailed below:
 - The ICS network will provide greater opportunities for staff, especially BAME staff to develop and gather greater experience and promotion across the network of ICS organisations
 - Organisations in the ICS needed to see the appraisal process as less of a tick box exercise and more of an opportunity to develop staff, especially BAME staff
 - More reverse mentoring is required across the ICS organisations to ensure BAME staff have the opportunities to grow and that senior leaders understand the issues facing their BAME staff
 - More is required to be done to attract BAME people to work in Devon and that one of the key barriers is appropriate and affordable accommodation
 - Tensions were identified between international recruitment of staff and de-skilling the workforce in their country of origin. However, more could be done to build partnerships with other countries to develop workforces that are beneficial to both countries
 - Although international recruitment is helpful, there is still a huge untapped potential workforce from the UK, especially from a BAME background that could be utilised
 - Data collection on racism in the NHS could be better and is stopping it from understanding the issues facing BAME staff and communities. One response to this would be peer challenge on equality and diversity issues from organisations within the ICS
 - That whilst there are pockets of good practice across Devon, more needs to be done to tackle the disproportionate impact of mental health on BAME communities as a result of the Covid pandemic. This requires greater investment in cultural sensitivity training for key staff so people are encouraged to engage with services and are not put off. Essentially organisations need to build trust with their BAME communities so that they feel confident to access services
 - That cultural sensitivity training for ICS staff in Torbay was still in the process of being planned but would be implemented soon
 - That the CCG had plans in place to deal with the impending arrival of refugees from Afghanistan who will require support from the NHS
 - The CCG was confident that during the Covid pandemic NHS organisations in Devon had undertaken robust risk assessments of all staff (including staff from a BAME background) to protect them from infection

- Overall the CGG and ICS organisations are confident that they will achieve successful outcomes in relation to the 34 recommendations outlined in the Nous report and have invested more resources to deliver these actions. However, there is recognition that some would take longer to achieve than others. An action plan has been created to manage the recommendations but the future is more about embedding a new way of working rather than mechanically ticking off actions.

South Devon College 8 November 2021

Review Panel Attendees: Councillor Atiya-Alla (Chair), Councillor Barrand, Councillor Loxton, Councillor Douglas-Dunbar (substitute for Councillor Steve Darling), Maia Thomas and Kevin Dixon.

Also Present: Laurence Frewin, Principal and CEO, South Devon College, Liz Lawrence, Assistant Principal, South Devon College and Kelly Sooben, Vice-Principal, South Devon College, Councillor Law

The panel asked a range of questions to the representatives from South Devon College and the key points that came out of the questioning were:

- The college supports BAME students via its tutorial system and via a personal development programme which focuses on citizenship and equality and diversity. The college also does a lot to promote Black History Month, has an International Club, a country of the week and a focus on current affairs issues. The college did a lot on the Black Lives Matter issue and celebrates events such as Diwali at the College and offers cultural trips for students.
- The college has an Equality Working Group that focuses on all protected characteristics and meets regularly to review the experiences of BAME learners but the college does acknowledge that it could do more
- The college measures the success of these initiatives via the student voice and listens to students. The Senior Leadership Team meets once a month to review equality and diversity issues and to identify issues and gaps. In relation to staff that leave, exit interviews are held to determine any issues and the same is done with learners who leave South Devon College
- The college has a buoyant take up from adult students who have English as a second language
- The panel questioned whether students felt safe to voice concerns on race issues. The college explained that they have a system in place that allows students to raise issues anonymously or they can raise issues via the tutorial system with their tutor. Other mechanisms are also available such as student councils and specific groups such as young carers
- Staff can voice concerns via the robust policies in place via their manager or HR team and the college regularly reviews these policies to ensure they are best practice
- The college stated that in relation to race the culture of the college was explicit. This was backed up by its statement in response to George Floyd's death in May 2020
- The panel asked about racist incidents at the college and the college stated that they were not seeing high levels of reporting but they are aware that there could be underreporting of

incidents. However, the college did state that over the last 12 months they had no racist incidents with staff

- The panel questioned whether the college had measurable objectives on racial equality and they responded by stating that they had more work to do on this and that it was still work in progress. They explained that they wanted to do more work with BAME staff and learners to explore what the right actions and measures could be
- A member of the public asked the college what work they did with families of learners to address racism. The college stated that they already did lots of general work with parents and families but often found it difficult to engage with them and that they could do more to engage with BAME families specifically to support them and their children
- The college explained that all new staff have mandatory equality and diversity training when they arrive at the college and then all staff have annual updates to keep them up to speed on best practice in this area. In addition, some staff such as those involved in the Prevent Agenda have specialist training
- The college considers that their strengths in relation to equality and diversity are listening to their learners, the strengths of the personal development programme, clear code of conduct for staff, robust Equality Impact Assessment process and low instances of racist incidents with staff
- The college considers its areas for development in equality and diversity to be; improved data tracking, better engagement with the local community to check they have the right actions in place, improving reporting processes to encourage learners and staff to report incidents, to increase number of BAME staff and learners, to work more closely with families and parents on equality and diversity, to work more closely with staff to find ways to remove or overcome barriers, to encourage BAME staff to come and work at the college and to highlight existing staff who can be role models for others
- The panel questioned whether a formal process for raising incidents for staff and learners was appropriate and whether informal processes also played a role. The college explained that all incidents start off informally and then, as appropriate, scale up to the formal process if required. The important thing the college wanted to express though, was that all racist incidents at the college would be treated seriously
- The panel questioned how quickly the college could implement improved reporting of incidents and the college responded by stating that the personal development programme for learners could be revised in two weeks to focus on any changes required
- The college stated that they were very keen to work collaboratively with other organisations in Torbay but especially those in the public sector, to have a joint approach to tackling racism and other aspects of equality and diversity. The college was particularly keen to learn from other organisations on how to improve reporting of incidents
- A member of the public suggested that the college look at using theatre to raise the issue of racism with their students and inspire conversation about it
- In response to a question from the panel the college stated that the council could help them on this issue by removing some of the barriers to BAME staff and learners moving to Torbay via improved housing, more jobs and making the culture and environment of Torbay more welcoming to people from a BAME background. They also wanted to collaborate more closely with the council as they recognise this is not just a college issue but is so

across Torbay's organisations and institutions. The college was keen that a community wealth building approach was taken to tackling the issue.

- Action – College to provide racist incident figures to panel Action – College to share any adjustments made to personal development programme with panel

National Black Police Association 17 November 2021

Review Panel Attendees: Councillor Atiya-Alla (Chair), Councillor Barrand, Councillor Loxton, Councillor Law (substitute for Councillor Steve Darling) and Councillor John Thomas (Vice Chair).

Also Present: Inspector Andrew George, President of the National Black Police Association (NBPA) and Inspector Yvan Clarke, the Local National Black Police Association Chair, Devon and Cornwall Police BAME staff network, Councillor Barbara Lewis, Councillor Chris Lewis and Councillor Brooks.

The panel asked a range of questions to the representatives from the National Black Police Association and the key points that came out of the questioning were:

- It was explained that the NBPA was founded in 1998 and had started as informal networks in the Metropolitan Police but that the association has now developed to be present in nearly all police forces in the UK
- It was explained that there is still a wide disparity in representation of BAME police officers in the UK, this roughly equates to 93% white officers to 7% BAME officers – the NBPA explained that the national recruitment drive to appoint 20,000 officers was helping to increase this number but that the increases were only minimal, and this was also being impacted on by BAME officers leaving the force (generally between their first to fourth year of employment) - the NBPA offers advice and support to senior officers leading the recruitment drive
- The NBPA explained that BAME officers often in their experience feel they need to fit into the white dominated forces they work for, rather than maintain their cultural identity and often poor retainment of BAME officers is down to them feeling isolated and unsupported by their force
- One issue highlighted on BAME officer recruitment was that of candidates needing a C grade at GCSE English and that this was a barrier to candidates who are educated overseas – the NPBA was currently in the process of lobbying the Home Office on this issue
- The NBPA also explained that another barrier to recruitment was that BAME candidates often do not come from social networks where entering the police force is accepted as a career option and thus at times they struggle at interviews and test centres
- The NBPA stated that BAME representation was still very low at senior officer grades
- It was explained that there was a perception that BAME officers recruited only got in the force as there is a need to increase BAME officer numbers rather than on the quality of candidates
- The NBPA explained that BAME officers are twice as likely to face misconduct charges than a white officer and that more independence in this process was required to manage

this issue - however it was explained that this statistic was only based on new data and that more work had to be done to understand this issue

- One issue raised by the NBPA was that some police forces do not include the NBPA in the induction process for new officers and that this stops the NBPA supporting those officers
- The NBPA explained that to tackle racism in the police force we need to move away from the 'them and us' model and develop empathy for race as a protected characteristic rather than what normally emerges which is hostility, the police needs to recognise the concept of institutional racism and use it as a vehicle to discuss and take action – however the biggest thing that the police and society needs to do is bring people who are different together more often so that they communicate and socialise and understand each other more, this is especially needed in areas such as Devon where the BAME population is so small that local understanding of race is also low
- The NBPA stated that police forces needed to do more to engage and collaborate with the BAME community but that it was not good enough to parachute in and then parachute out – the engagement needed to be sustained and meaningful
- In terms of improving recruitment for BAME officers the NBPA stated that they wanted to see more sustained engagement with BAME communities to build trust in the police, so it was seen as a career option, they also want to see BAME officers more involved in designing recruitment processes as at present this design process is dominated by white officers
- The NBPA stated that at present no police force in the UK is representative of the community they serve
- When asked what the council could do to help the NBPA explained that it wanted to see the wider public sector come out of its silos and work together on the issues related to race such as joint recruitment events – they also wanted the council to hold the relevant Police and Crime Commissioners to account on this issue
- It was explained that in the Devon and Cornwall police force there was currently a BAME staff network that was seeking to link with the NBPA
- Devon and Cornwall Police are acting on race issues in the police and have 10 strategic objectives on race - it was explained that the force is seeking to increase cultural awareness in its senior officers and is also undertaking a Cultural Audit via an external body which is due to report in mid 2022 with recommendations
- The NBPA explained that it would like to see more engagement with BAME young people to break down the barriers of joining the police as at times this can go against the cultural values of some BAME communities
- When asked where racist incident happen most for BAME officers it was explained that it was often alcohol related incidents or in custody suites, but that BAME police officers faced micro aggression daily from the public and from colleagues – it was explained that tacking racism from colleagues was particularly difficult as it made you stand out
- The NBPA stated that Devon and Cornwall Police is always an area of concern in relation to stop and search disparity figures when they are released each year

Devon Partnership Trust 6 December 2021

Review Panel Attendees: Councillor Atiya-Alla (Chair), Councillor Barrant, Councillor Loxton, Councillor Steve Darling and Councillor John Thomas (Vice Chair), Kofi Yeboah-Aidoo.

Also Present: Melanie Walker: CEO, Devon Partnership NHS Trust, Andy Willis: Chair, Devon Partnership NHS Trust, Laura Hobbs: Director of Corporate Affairs, Devon Partnership NHS Trust, Councillor David Thomas, Councillor Chris Lewis, Councillor Foster and Councillor Pentney.

The panel asked a range of questions to the representatives from Devon Partnership NHS Trust (DPT) and the key points that came out of the questioning were:

- Devon Partnership Trust (DPT) is a mental health and learning disability trust providing a wide range of NHS services to people with mental health and learning disability needs - in Devon, the wider South West region and nationally. The Trust also commissions regional secure services as lead provider within the South West Provider Collaborative.
- DPT employs around 4,000 full time equivalent staff. The vision of the organisation is to build an inclusive society where the importance of mental health and wellbeing is universally understood and valued.
- The DPT board has recently approved a new Trust Strategy for the next three years, of which one of the key objectives is to promote social justice and inclusion in the widest sense for all communities served by DPT, including Torbay and to tackle discrimination. The aim is to foster a culture where patients and staff feel able to be themselves and bring their whole selves to their care, treatment and employment.
- DPT make it clear that they value diversity of experience as well as background which helps to make an impact upon the mental health and well-being of their patients but also their staff and wider society. They are clear they have more to do to ensure staff and patients get the support and services they need in a holistic and personalised way but summarised how huge progress is already being made.
- The Director of Corporate Affairs for DPT provides executive leadership on equality, diversity and inclusion. Part of that role is to ensure all organisational policies, procedures and strategies maintain a focus on all aspects of equality and inclusion and how those aspects are potentially impacted.
- A higher than average proportion of the Devon population of senior doctors from Black or Asian or Minority Ethnic groups (BAME) are employed at DPT but not in other senior roles. This is being addressed by looking at how support can be given to make sure BAME employees have equal opportunities to progress through career pathways and wider targeted recruitment at people from diverse ethnic backgrounds.
- The Trust uses a combination of locally collected and wider Devon census data to ascertain the representation of their service users. They stated they don't appear to have to have an overrepresentation of people from BAME groups using their services, but numbers are very small and need to be considered carefully. In partnership with Public Health and other organisations, DPT is making sure people can access their services and are working with different community groups and networks to help them find the best ways to reach people.
- DPT works to ensure people feel that they are being seen and treated as an individual and that their cultural needs are recognised through all aspects of care and treatment.

- DPT has set up and is running a range of staff networks, one of which is for BAME staff, so there is a place where they can come together and discuss experiences and provide peer support to each other. This is also a forum for the network to invite senior leaders to discussions about what else could be done within the organisation, what would make a difference, what's not going well and how any issues can be resolved.
- DPT has done work with its Secure Services around Black men's mental health, and is working in partnership with Black men who use their services or have used similar services elsewhere to help design them. This is to ensure their voices are heard and understood in how services are designed and delivered. DPT's Secure Services were part of a national pilot addressing health inequalities for Black men in care services across the country.
- The Chaplaincy Service at DPT has been reviewed to ensure there is a range of support and opportunities for people to talk about differing faiths and cultures with someone who understands the culture that person is part of or can connect people to community groups for support.
- DPT recognises that across the NHS there are occasions where people from BAME communities are not treated properly or fairly, and their representatives were clear that even one occasion is too many. DPT is very clear that this not acceptable and that discrimination and unacceptable behaviour will be addressed. The organisation works to support its staff networks so there is a place for staff to speak up. There are also peer support workers – people with lived experience who now work on wards and in other community services to help others have a voice. DPT also works with various advocacy groups from different communities to support patients.
- Part of the equality, diversity and inclusion development and training for staff at DPT helps staff members to understand the impact of unacceptable behaviour. DPT is currently developing an inclusive leadership and behaviours programme and cultural competence training. A number of staff meetings have been held where expectations around language, being part of a team, respect and inclusivity are discussed.
- DPT has commissioned services from an Independent Guardian Service to support staff to speak freely if they need to raise something that they feel they couldn't do through normal organisational channels. DPT is proud of that arrangement and is moving to increase the different avenues for staff to voice their concerns so they can be listened to and learned from. The Guardian has direct access to the CEO and Chair and the CEO meets with the guardian every six months to discuss any issues or themes that need to be addressed.
- Where incidents have been raised with its Freedom to Speak Up Service, DPT employs appropriate responses to address and resolve issues. This may be; focused work with the relevant team to discuss the impact, reviewing the development programme to understand and reflect on the impact, reviewing processes to reduce the negative impact on service users, taking action with individual members of staff but, overall, always learning from the experience to improve and adapt systems and policies.
- DPT works closely with the voluntary sector, faith communities and other community groups to make sure people who require access to additional help and support, can be offered services in different ways and environments which suit them. DPT's range of services work together to improve access, experiences and outcomes for people who need its services before people need urgent or crisis services. However, the Trust recognises more needs to be done to ensure that people who might be reluctant to engage with its services, perhaps due to stigma, have a variety of opportunities to access services in a range of ways.

- DPT considers that its strengths in relation to equality and diversity are knowing and understanding the statistics around service users, which has driven a lot of positive work across the organisation as well as its ability to look for innovation or creativity from other areas and work with partners in the Integrated Care Organisation – which provides opportunities for local engagement and to drive local change. Another strength is the passion and commitment of DPT staff in the ways that they work to provide services for individuals at a local level.
- Regarding the disproportionate impact of COVID-19 on people from BAME groups, DPT tackled this early on by asking all teams to review their patient lists and have discussions with all members of staff, prioritising those from BAME communities to ensure that they had a proper risk assessment, that they received whatever protection and support they needed, and that they were prioritised for vaccination. DPT also worked closely with local communities and colleagues within the Integrated Care Organisation to provide additional support to service users.
- DPT had two complaints from people who identified as BAME in the last three years in relation to services they received. DPT will always meet with a complainant to discuss concerns, hear what they have to say, agree a complaints resolution plan with the complainant, learn from the findings and apologise when they get it wrong.
- DPT is part of a number of different networks including some relating to equality and diversity e.g. the Positive Practice Network. DPT's Learning from Experience work looks at cascades of information from other areas and has led to collaborative programmes around the overrepresentation of Black men using services, the use of restraint, health inequalities, supporting staff from different communities to have better development opportunities and reverse mentoring.
- In response to a question from a member of the public, DPT made assurances that there are robust referral and assessment systems and procedures in place to ensure people only receive the services they need. If service users present as a result of mental health trauma, due to incidents of racism, DPT could raise that issue with Devon and Cornwall Police.
- There is evidence nationally of an overrepresentation of young Black Afro-Caribbean men in mental health services and that systematic and constant racism in our society is a pressure which can contribute to mental health problems. DPT's TALKWORKS service is aimed at improving access to psychological therapy. The service has worked with the lesbian, gay, bisexual, transgender, intersex plus community and now they're doing targeted work with BAME communities around the impact of discrimination on people's mental wellbeing.
- In response to a question from a member of the public DPT recommended that, to ensure reports on the issue of racism are acted on, there needs to be proper training in place across the workforce and people need to be supported and prepared to address these issues.
- DPT is keen to develop wider engagement forums so service users from all protected groups, backgrounds and communities can comfortably and confidently feedback about their services and issues can be discussed, addressed and action taken as early as possible.
- DPT works closely with the police and a range of wider partner organisations to respond to people in mental health crisis. Important developmental work in recent years has seen

these services evolve to include Street Triage, the Liaison and Diversion Service and the Joint Response Unit so there are practitioners working alongside the police to respond to people in mental health crisis. If there was a concern that anyone had acted in a discriminatory way, it would be raised with the police and the expectation is that the police would do the same.

- DPT is on a journey to improve support to its staff and people who use its services who are from the BAME community. Much of the work they described in the meeting is about making sure people's understanding and awareness, particularly in relation to cultural competence, is being developed. An inclusive recruitment processes is being further enhanced and making sure people have equal opportunities, ensuring clarity about DPT's zero tolerance of racism and discrimination, maintaining a strategic focus and priority of promoting social justice and making sure there are opportunities for people to speak up about issues and feel assured that those issues will be addressed.
- DPT emphasised the importance of reviews such as the Torbay Racism Review and talking to and learning from other organisations about what the issues are – and to share that learning. DPT would like to work with Torbay Council to engage with community groups.
- DPT stated that they are well prepared for another wave of COVID-19, from an infection control point of view, but there are concerns about capacity within services because of the evidenced impact of the pandemic on people's mental health, particularly with young people from BAME groups.
- Melanie Walker paid tribute to DPT staff, who perhaps don't get the same recognition as some other NHS staff do. It is a challenging job to work in mental health services, and it's been particularly so during the pandemic.

Cabinet Response to the recommendations of the Torbay Racism Review Panel

No.	Recommendation:	Cabinet Response:
1.	That Cabinet, as a matter of urgency, appoint a dedicated and full time Equality and Diversity Officer for Torbay Council to develop and implement an action plan that addresses all the key findings detailed in this report. This action plan will include actions relating to both those specifically for Torbay Council, as well as joint actions for Torbay's public organisations, but will not include those directed specifically to Devon and Cornwall Police which form a separate recommendation below.	Cabinet support the principle of this but as there are budgetary implications, this will need to be considered as a part of the budget setting process for 2023/24. In the meantime, the Chief Executive is requested to identify a resource that will be able to progress the development of an action plan. Any consideration of a post will include the possibility of a shared post with health colleagues.
2.	That Cabinet requests that Torbay's public organisations recognise the key findings and commit to working with each other to deliver the joint actions outlined in the action plan referenced at recommendation one above. Joint actions should be coupled with measurable outcomes, time commitment and strategy on how to deliver.	Cabinet support this recommendation in conjunction with the development of the action plan as set out in the response to recommendation 1.

3.	That Cabinet requests that Devon and Cornwall Police recognise the key findings related to them in this report and commit to address them as a matter of urgency. Actions need to be addressed with measurable goals with a time commitment.	The Police have agreed that once the document has been considered by Cabinet they will review and provide appropriate feedback based on the recommendation.
4.	That Cabinet request (as part of the action plan referenced at recommendation one above) that, as a matter of urgency, Torbay's public organisations work together to improve the collection and analysis of data on ethnic minority staff, their ethnic minority customer base and community to ensure that it is accurate, up to date and is used to improve the services they offer to staff and the wider community. Public organisations need to utilise currently available channels to gather complete and thorough demographic data, specifically identifying areas related to ethnic minority staff, customer base and community. The organisations need to provide managers with data collection training, where data teams can lead this training to understand data collection and analysis scope better. An organisational wide data collection framework needs to be formed to ensure all organisations collect, record, and analyse this data correctly and efficiently. Annual reporting on race detailing resources spent, activities carried out, feedback and a 12-month plan for the following year would be beneficial.	Cabinet supports this recommendation in conjunction with the development of the action plan as set out in the response to recommendation 1.
5.	That Cabinet request that the recommendations above be reviewed by the Torbay Racism Review Panel in six months to monitor progress on their delivery. Transparency in response to the recommendations alongside all progress, challenges and any difficulties would be necessary.	Cabinet supports a review of the implementation of the recommendations by the Panel in six months' time.

Meeting: Cabinet **Date:** 30th August 2022

Wards affected: All

Report Title: Fostering Annual Report

When does the decision need to be implemented? For information.

Cabinet Member Contact Details: Councillor Cordelia Law. Cabinet Member for Children's Services. cordelia.law@torbay.gov.uk

Director/Divisional Director Contact Details: Becky Thompson, Divisional Director of Safeguarding (Children's Services), 01803 208 100, becky.thompson@torbay.gov.uk.

1. Purpose of Report

- 1.1 The Fostering Annual Report sets Torbay's vision for the Fostering Service, its core principles, its key aims, main priorities and actions, the role of the Fostering Service and its various functions, the Fostering Service organisational structure, recruitment performance information, an outline of the fostering recruitment and marketing strategy and campaign, improvements in terms of foster carer support and retention, information relating to number of initial enquires received in the period of the 1st April 2021 to the 31st March 2022 and the next steps for the service.

2. Reason for Proposal and its benefits

- 2.1 It is a statutory requirement established by the National Minimum Standards for Fostering for each Local Authority to produce and publish an Annual Report. This Annual Report should be considered in conjunction with the Fostering Service Statement of Purpose, required under the Fostering Services (England) Regulations 2011, which is also included as an appendix.

- 2.2 Torbay's vision is one whereby its people are able to thrive, and our fostering community is an integral part of the service provided to our cared for children. As outlined within Torbay's Corporate Parenting Strategy, we want our cared for and care experienced young people to be safe, happy and health, in order that they can reach their full potential, and as corporate parents, we wish to give our cared for and care experienced children and young people the access to all of the opportunities that good parents afford their children. The dedication and commitment of our fostering families plays a critical role in how we are able to achieve this vision.

3. Recommendation(s) / Proposed Decision

1. That the Fostering Annual Report 2021-22 be endorsed and published in accordance with Council's requirements, as set out in Appendix 1.

Appendices

Appendix 1: Fostering Annual Report 2021-22

Appendix 2: Torbay Fostering Statement of Purpose

Background Documents

[Become a foster carer - Torbay Council](#)

Supporting Information

1. Introduction

- 1.1 The Fostering Annual Report provides an overview of the activity within the fostering assessment and support service in the period of the 1st April 2021 and the 31st March 2022. It includes an executive summary, a profile of the cared for children being supported by Torbay, a review of the key priorities and actions of the service in the year 2021-22, the role of the fostering service, an overview of the organisational structure, information relating to the fostering recruitment performance and the fostering marketing strategy, an overview of events attended, an overview of developments in relation to fostering and Special Guardianship support, fostering family feedback and key priorities and actions for the year 202-23.

2. Options under consideration

- 2.1 No options have been considered as this proposal is for information only.

3. Financial Opportunities and Implications

- 3.1 The Fostering Annual Report does not make recommendations in terms of any changes to the current service or staffing structure and therefore the decision to endorse does not carry with it any financial implications.

4. Legal Implications

- 4.1 It is a statutory requirement established by the National Minimum Standards for Fostering for each Local Authority to produce and publish an Annual Report. There are no legal implications as a result of the decision to endorse this Annual Report.

5. Engagement and Consultation

- 5.1 A priority of the Fostering Service has been to enhance and develop the opportunities for participation, engagement and consultation with our fostering families. For the first time this year, a Foster Carer Workshop was held, which invited views from fostering families in respect of fostering recruitment, fostering support, Staying Put and Resilience Care. These Workshops are now planned bi-annually.
- 5.2 As part of the overall service, fostering families are encouraged to share their views regularly and in a variety of ways, from attendance at the quarterly Fostering Forums,

through quarterly thematic audits and through direct one to one conversations and communications with the fostering service and senior management.

6. Purchasing or Hiring of Goods and/or Services

6.1 The endorsement of this Report does not involve the procurement of services, the provision of services together with the purchase or hire of goods or the carrying out of works.

7. Tackling Climate Change

7.1 None.

8. Associated Risks

8.1 Should this Report not be endorsed, Torbay will not be compliant with the statutory requirements in line with the National Minimum Standards for Fostering. Should the Report not be endorsed, there will no change in terms of the fundamental function of the service however the Report would not be published, and could not be transparently shared with out fostering carers which would limit the ability of the service to share learning in respect of patterns and trends, and achieve clarity with our fostering families about the priorities for improvement.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The Fostering Annual Report outlines the strengths, areas to strength and the priorities for the fostering service, in addition to the vision and strategy to enhance the local in-house provision of high quality placements for our cared for children.	N/A	N/A
People with caring Responsibilities	The Fostering Annual Report outlines the strengths, areas to strength and the priorities for the	N/A	N/A

	fostering service, in addition to the vision and strategy to enhance the local in-house provision of high quality placements for our cared for children.		
People with a disability	N/A	N/A	There is no differential impact.
Women or men	N/A	N/A	There is no differential impact.
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	N/A	N/A	There is no differential impact.
Religion or belief (including lack of belief)	N/A	N/A	There is no differential impact.
People who are lesbian, gay or bisexual	N/A	N/A	There is no differential impact.
People who are transgendered	N/A	N/A	There is no differential impact.
People who are in a marriage or civil partnership	N/A	N/A	There is no differential impact.
Women who are pregnant / on maternity leave	N/A	N/A	There is no differential impact.
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The ambition of the Fostering Annual report, particularly in respect of fostering recruitment, is to ensure that any child, no matter their level of need or their socio-economic status, has access to the highest quality in-house fostering provision where possible.	N/A	N/A
Public Health impacts (How will your proposal	The role of the fostering service is to	N/A	N/A

<p>impact on the general health of the population of Torbay)</p>	<p>ensure that all cared for children have access to the highest quality in-house fostering provision where possible; as such, the provision of this service can have a significant, positive impact on the longer term health outcomes for cared for children and care experienced young people. The provision of high quality support to fostering families also impacts positively on their emotional health.</p>		
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10. Cumulative Council Impact

10.1 None.

11. Cumulative Community Impacts

11.1 None.



As a service, we aim to be:

- F – forward-thinking and focused on the continued professional development of our staff and our carers
- O – open to transparent communication and participation with our fostering families
- S – safe, secure and stable
- T – trustworthy and reliable
- E – encouraging and proactive in respect of our fostering families' education and training
- R – robust in respect of statutory and regulatory compliance
- I – innovative in terms of service organisation and development
- N – nurturing, supportive and caring
- G – guided by best practice

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2. Profile of cared for children
3. Key Priorities and Actions of the Service in 2021/22
4. The Role of the Fostering Service
5. Organisational Structure
6. Fostering Recruitment Performance
7. Fostering Recruitment and Marketing Strategy and Campaign
8. Events
9. Fostering Support
10. Special Guardianship Support Team
11. Key Priorities and Actions of the Service in 2022/23
12. Foster carer feedback

1. Executive summary

This document is intended to read alongside the revised Torbay Fostering Statement of Purpose 2022-23.

Torbay Council have continued to revise their sufficiency strategy. The aims of the Sufficiency Strategy 2021-24 are summarised below:

Torbay's Sufficiency Strategy

*Torbay Council's vision is to provide sufficient care in the community
and
high quality placements for children and young people in its care
which meet their needs and offer the necessary support to
enable their aspirations to become their reality.*

Torbay aims to:

- Strengthen the delivery of edge of care, early help, early intervention, and prevention services.
- Increase the numbers of in-house foster carers and review our existing bank of carers to develop and match their skills to the needs of our children.
- Reduce the use of out of local area provision which may disadvantage our children and young people.
- Increase the number of adopters who can adopt children who are known to be harder to place.
- Provide young people who are leaving care with a variety of placement choices and support to independence.
- Provide a robust commissioning framework which is effectively responding to the sufficiency challenges and driving up standards.
- Improve the overall data capture and data management of cared for children to better inform this strategy and improve accurate responses to sufficiency challenges.
- Raise our aspirations for educational attainment and other outcomes for cared for children.
- Continue to build on the strength of the Torbay Corporate Parenting Board.

This report will identify some of the improvements made in terms of performance, participation, fostering recruitment and the implementation of a restorative model which incorporates our fostering families.

This is a report of the Fostering Service and covers the period of 1st April 2021 to 31st March 2022.

This report will address the roles and functions of the Fostering Service and should be read in conjunction with the Fostering Statement of Purpose 2022-23.

Throughout 2021-22, the Fostering Service has endeavored to ensure that there are a range of placement options for children which offer both high quality and cultural appropriateness.

Please note; for the purpose of this document, the word 'placement' is used throughout. In line with the implementation of the restorative model, it is fully recognized that this word may not be the right choice for individual children; however, each child will wish for the place where they live to be called something different, and home can have powerful connotations for cared for children and young people and therefore placement is used in this instance.

Torbay foster carer: “the feeling that your comments and feedback are being listened to and your thoughts/ideas are being taken seriously” [on what is working well].

Torbay foster carer: “overall it was probably the best event that I have personally participated in to date” [on the 2021-22 Foster Carer Workshop].

Torbay foster carer: “the highlight of these events is always the networking with other carers and professionals and hearing the wide range of experiences of others” [on the 2021-22 Foster Carer Workshop].

Torbay Special Guardian: “thank you to Torbay Council, I am very happy with the help and support I have received and I am very grateful”.

Torbay foster carer: “thank you for all the hard work you are all putting in to make a difference” [on the developed Corporate Parenting Offer].

Torbay foster carer: “thank you for giving us the opportunity to start the run up to Christmas with a warm, loving feeling” [on the developed Corporate Parenting Offer.]

2. Profile of cared for children

In March 2022, 32% (96) of cared for children and young people were placed more than twenty miles from the address they lived in at the point of becoming cared for. The latest comparator figures show the national mean to be at 20% for children placed 20 or more miles away. However, it must be noted that, for some of these young people, they are placed in certain locations in line with their wishes and feelings, and close to family networks in other areas. Similarly, due to the size and location of Torbay, a number of these cared for children are placed in neighbouring Local Authorities such as Devon and Cornwall, just outside of the twenty mile cut-off. That said, Torbay recognise the increased vulnerability of such placements and have devised an Out of County Placement Protocol which was implemented in August 2021 and is now being implemented across Children's Services; this protocol advises of the specific role of the social worker, Team Manager and senior leadership team in supporting these cared for children and tracking and monitoring their placements, as well as particular expectations in terms of placement and care planning.

The number of cared for children is, as of the 31st March 2022, 301 children; this overall figure also incorporated eight Unaccompanied Asylum Seeking Young People at that time who Torbay had welcomed as part of the National Transfer Scheme. This is a reduction from 330 cared for children in August 2020 and a height of 362 children and young people in the 2018-19 period. There are continued efforts to reduce the number of cared for children in Torbay, as a result of the implementation of the new Early Help Strategy, a focus on post final Order permanence planning, enhanced transition planning, more robust oversight of pre-birth planning, improved timeliness in terms of pre-proceedings and proceedings and stringent senior management of care planning for children through the implementation of a range of Panels.

The sustainability of this safe reduction, particularly over the last nineteen months, has been achieved through the implementation

- A detailed and effective Sufficiency Strategy that is a legal requirement but has been based on sound knowledge and evidence to support the activity of improvement in children's services.
- The Independent Placements Overview Panel (introduced in August 2019) to provide a robust oversight of the independent placements for all children and mitigate against drift and delay in onward planning and transition planning.
- An Adoption Tracker, Adoption Tracker meetings and review of all children with a plan of adoption through the Permanence Panel, ensuring that these plans of permanence are progressed in a timely way.
- A Schedule 3 Tracker is maintained by the Court Quality Assurance Team Manager and all children with a plan of reunification are reviewed through the Permanence Panel, to ensure plans of reunification are comprehensively assessed and supported and decision-making in respect of revocation of Care Orders is timely.
- A Former Foster Carer Special Guardianship Order Offer has been agreed, which supports children in stable, long-term placements to achieve legal permanence through Special Guardianship (seventeen children and their carers are currently in the process of this assessment, with two Orders already made).

- Review of the Edge of Care (now called Building Futures Together) eligibility criteria and practice standards, expanding the service to incorporate support for children with a plan of reunification and support for placements experiencing instability, as well as intervention for children considered on the edge of care.
- Introduction of an Out of Hours Edge of Care team as part of the 2021 Summer Strategy, offering a service on evenings and weekends, to complement the work of the internal team and provide welfare checks, supportive telephone calls and visits and additional support to children, families, parents and carers (this team remained in place until the end of March 2022, and the internal team will now take on this function).
- A Legal Tracker and reviewed Legal Gateway Process which robustly monitors the progress of pre-proceedings and proceedings (in March 2022, the average length of pre-proceedings was 23 calendar days, a reduction from an average of 1010 in 2019-20).
- A reviewed care planning procedure and pathway, which stipulates the right of every child to a family-led meeting before any decision to make a child cared for.
- The Family Group Conferencing service, which is promoted across all services, to offer the opportunity for family led meetings.
- A one children's service vision that ensures the collaboration across the department to meet the needs of children.

It remains imperative that placement sufficiency, and in particular the development of our in-house fostering provision, remains a key strategic priority. There is a continued need for a collective view that our cared for children have a right and a need for high quality, safe placements in their local area.

Residential placements

Following the re-inspection in 2018, there was an increase in how many children were placed in residential settings; at the 31st May 2019, 41 children were placed in a residential placement (the highest number of children in residential between 2018 to date was 46). This was in part due to the lack of management grip and oversight at that time, as well as a lack of local fostering families, provisions, and settings.

As a result of the increase in children being placed in such settings, the Independent Placements Overview Panel (previously named High-Cost Panel) was introduced in August 2019, in order to have a robust oversight of the independent placements for all children and mitigate against drift and delay in onward planning and transition planning.

Authorisation is required from the Director of Children's Services to initiate a residential placement search; similarly, should a residential placement be identified as the most appropriate match for a child, this can only be agreed at Director level. This reflects the understanding that residential should be the last option for a child and that a family setting should be sourced wherever possible. On the rare occasion when a residential setting is felt to be in the short-term best interests of a child or young person, social workers and Team Managers are encouraged to consider exit or move on planning at the very point the placement is made and is expected be formalised within the placement planning meeting.

As of the 31st March 2022, 22 children are placed in a residential setting or CQC setting; of those 22 children, four of those children were identified to have imminent reunification or transition plans.

Breakdown of ages:

Age	Number of children
17 years old	32
16 years old	34
15 years old	30
14 years old	27
13 years old	25
12 years old	20
11 years old	16
N>B 10 years old	13
9 years old	13
8 years old	11
7 years old	8
6 years old	10
5 years old	8

As can be seen from this breakdown, Torbay were as of the 31st March 2022 corporate parents to 66 young people (22%) aged sixteen to seventeen and 123 young people (42%) aged between fourteen and seventeen, who are in the formal stage of transition to adulthood. There are a range of reasons for this:

- Unaccompanied asylum seeking young people referred to Torbay as part of the National Transfer Scheme tend to be aged sixteen or seventeen.
- Young people at risk of homelessness may become cared for at sixteen or seventeen.
- There is a greater risk of family breakdown in the adolescent stage of development.

4 years old	8
3 years old	5
2 years old	8
1 year old	13
Under one	15

It is also important to note that permanence planning should be based on the key principle that every child has the right to a permanent home, one which meets their needs for safety, stability and love and nurture and that this should always preferably be achieved within their own family unit. As such, any assessment or planning should think family first, and consider how support and intervention can enhance the safety of the child within the care of their parents or other caregivers, and what support can be explored within the wider family system. As reflected within our restorative practice approach and care planning pathways, every child deserves the right to a family-led decision-making meeting, before any exploration of permanence outside of the family system.

Permanence assessment and planning is not static and is dynamic and fluid and should be ongoing through a child's care experiences. As such, for all cared for children, there will ongoing review of viable permanence options within their own families, should this be in line with the child's wishes and feelings and best interest. In addition, we continue to seek ways of achieving more robust legal, emotional and physical permanence for children, which minimises the risk of high levels of intervention and monitoring throughout a child's life where possible. This includes considering how to promote permanence through foster carer adoptions or conversions to Special Guardianship Order arrangements.

We currently have seventeen children whereby assessment is underway to support conversion from foster care arrangement to Special Guardianship arrangement, with two Special Guardianship Orders having been granted to such Orders as part of this work already.

We also have four cared for children whose plan is one of reunification and revocation of Care Order in the next six months.

Placement type:

Placement Type	Number of children
Short term fostering	91
Long term fostering	89
Placed for adoption	15
Fostering to adopt	4
Sixteen plus semi-independent provision	24
Residential (including CQC provision)	22
Placed at home with parents	12
Connected Carer placements with family or friends	32
Secure accommodation	0
Unregistered	3
Unregulated	4

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Placement type is really important to consider when analysing outcomes for cared for children. As outlined above, every child has individual and unique needs, and will require a placement which is carefully matched and assessment to be able to meet those needs.

Wherever possible, when a child has a plan of long-term fostering, we will look to formally ratify the child's placement at the eleven-month point through Permanence Panel as a long term match for the child and the carers. Each child receives a personalised letter and certificate, celebrating the match. Short-term fostering also has an important role to play, for example during proceedings when a child's plan of permanence is not yet confirmed, or as a bridging placement.

There are times when a child's experience of a family or the complexity of their needs can mean that a short period of residential placement is required, to provide children with a period of containment to enable further assessment and planning to allow for their needs to be met. Torbay believe that every child deserves the opportunity to experience care in a family setting and we will always be seeking to support a child to step out of residential settings at the right time for the child. Some young people achieve better outcomes at sixteen or seventeen in semi-independent provision, which provide support and preparation for independence transition work for young people who may find a family setting more challenging or who may be ready to embrace more independence.

3. Key Priorities and Actions of the Service in 2021/22

The key priorities and actions of the service in 2021/22 have been:

- The development of a Strategic Fostering Development plan, as an outcome from the Chief Executive Assurance Visit which took place in 2021-22.
- The embedding of the role of the Recruitment and Events Co-Ordinator in the Fostering Assessment Team. This role has also been integral in the developments made to the Corporate Parenting Offer for fostering families, cared for children, care experienced young people, parent/carers and Special Guardians throughout the year.
- The training provided to foster carers has been reviewed and this continues on a regular basis; there are plans to expand on existing training opportunities, and others have been introduced or re-introduced following foster carer feedback. A cohort of foster carers accessed training which focused on trauma informed practice and providing support and training in the use of Non-Violent Resistance in 2021-22.
- The Fostering Service have continued to run support groups, both internally and with input from CAMHS, to provide foster carers with therapeutic and emotional support.
- The 'Building Futures Together' criteria was reviewed and now allows access for foster carers experiencing placement instability to access this provision, to promote resilience in care arrangements and to promote placement stability. This includes out of hours support.
- In terms of in-house provision, there continues to be a focus and drive in terms of fostering recruitment and assessment, in conjunction with a clear communications plan and targeted recruitment of fostering families who may be able to offer placements to children whereby there is a gap in the current local provision. This includes ongoing recruitment which is focused on the recruitment of foster carers with specific skills, capacity, and knowledge in respect of the care of older children, or children with complex needs. We are actively supporting the training and development of our current cohort of foster carers to see if they would like to convert onto the Resilience Fostering pathway of providing a placement for a child with complex presenting levels of need.
- The Fostering Service have entered into a three year agreement with Home for Good and are now moving into Year Two of this arrangement. Home for Good is a national Christian fostering and adoption focused charity working to inspire Christians to foster or adopt and equipping the church communities to support those who are caring for vulnerable children. Home for Good works with local authorities to develop and strengthen connections with local churches around foster carer recruitment and retention so they can best meet their obligations as corporate parents to the children in their care. Home for Good have developed a variety of resources to support prospective carers to explore whether fostering or adoption is for them, including online events and a national enquiry line to provide information for those exploring and support for those already caring. Monthly meetings take place with Home for Good, to ensure that there is a shared understanding of Torbay's

priorities. Home for Good have been integral in raising the profile of fostering within the local community, and have arranged a number of events which Torbay's fostering community have been able to attend.

- A Torbay Fostering Family charter of expectations of the corporate parent, the fostering service, and the fostering family is now in use.
- The Quarterly Fostering Forums have been enhanced, to ensure that they provide a direct platform for collaboration on our model and implementation of services and provide an open portal of discussion relating to current live issues/events between our carers, social workers, managers, the Virtual School and the Head of Service. This also supports the development of our collaborative working response, with our carers, thereby embedding the restorative and co-produced approach to our improvements.
- Actions to improve the interconnectivity between the fostering service and the Fostering Panel. We have reviewed the current pay rate through a scoping exercise and approved business case, and recruited to the position of Vice Chair; we have also reviewed the training programme for Fostering Panel members, and introduced regular meetings between the Panel Chair and the Head of Service, in addition to the Quality Assurance document completed after every Panel. The Placements Auditor has been introduced to the Fostering Panel in a quality assurance role, ensuring that any themes or patterns are identified and captured within a Tracker for further service wide action to be taken. In addition, we have reverse the decision to exclude representation from the Virtual School on the Panel, with the two Extended Duties officers becoming Panel members for alternate Panels.
- We have continued to improve the sense of team around the child and open channels of communication between our fostering families and the service, by creating a Communication Sheet with key contacts which has been shared with all carers.

4. The Role of the Fostering Service

The Fostering Service continues to develop and improve practice to meet the needs of cared for children in Torbay in line with the requirements of National Minimum Standards 2011 and Fostering Regulations. Torbay Fostering Service aim a range of fostering placements which meet the needs of our cared for children: Whilst there are universal standards within our fostering offering of care there are individual specialisms/focuses that carers can offer to our children:

Emergency Fostering Placements

- These are carers who can offer a fostering family home at short notice, and for short period of time at point of need in an emergency.

Short Term Fostering Placements

- These are carers who are able to offer a fostering family home on a short term basis; this could be for anything up to two years, for children who are cared for subject to proceedings and who need a safe and secure home whilst decisions are made about their care. These carers may then be involved in bridging to adoption, support to reunification, transition to other family care arrangements, transition to a longer-term fostering placement or bridging to independence.

Long Term/Permanent Placements

- These are carers who can offer a fostering family home to children whose plan is one of long-term fostering, and when final decisions have been made that a child cannot return home to the care of their parent/s or previous caregiver. These long-term placements offer security and stability for children for their minority and often into their adulthood. These carers make a long-term commitment to a child, and are often matched as a long term permanent placement for the child following a year in placement, through the Permanence Panel supported by an up to date assessment and recommendation of the child's allocated social worker.

Respite Placements /Stay Overs

- These are carers who are able to offer a fostering family home to children, who are often in a long-term matched placement, as part of their plan of stability and permanence within that placement, to provide appropriate support to long term carers. At times, these placements may be use as a short-term measure, and as part of the bridging process to alternative placements for a child at point of need.

Parent and Child Placements

- Torbay do not currently offer parent and child placements however we have identified several carers who have an interest in offering this type of placement and are actively looking to support progression of this interest by supporting focused training opportunities and a

development programme to move this forward and expand are service offer and expertise within our fostering families. Currently we are meeting this need of our service through specialist placement agencies that offer this level of expertise. These are carers with specific training who can offer placement to parent/s and child/ren. These may be young parents, under the age of sixteen, or parents of any age, who require intensive support, guidance, and modelling to developing their parenting capacity in a safe environment.

Placements for Unaccompanied Asylum Seekers

- These are carers who are able to offer a fostering family home to unaccompanied asylum seeking children and young people, to enable them to adjust fully to being in a new country, and provide a nurturing safe base from which these young people can begin to recover from their experiences and forge a life for themselves in their new surroundings and communities. .

Sibling placements

- These are carers who are able to offer a fostering family home to sibling groups, not only in respect of providing accommodation, which is suitably sized for the sibling group, but carers who are suitably skilled to manage the presenting needs of each child within a sibling group of two or more children.

Resilience placements

- Resilience foster carers are carers who can offer a fostering family home to support young people aged 10-18 years who currently live in residential care and/or who may have particularly complex needs, or young people who may be in the youth justice system. For those who have the knowledge, skills and experience to care for a child with these needs, it's a unique fostering opportunity where carers provide long term, family-based placements, with the intention of fostering one young person and supporting them into adult life. We are developing our capacity in this area of care through our fostering recruitment strategy to assess suitably skilled potential carers through this route, in addition to exploring opportunity of training and development from our existing cohort of carers to expand on their current offer.

Staying Put Placements

- These are carers who can offer a home to those care experienced young people aged eighteen and above who they have previously fostered.

All our foster carers are supervised and supported by social workers within the fostering service and this also includes our Connected Carers who are afforded opportunities to engage in training and support alongside other foster carers to ensure their support. The overall aim of the Fostering Service is to provide a range of high quality, safe and aspirational fostercare placements that meet the array of needs of Torbay cared for children.

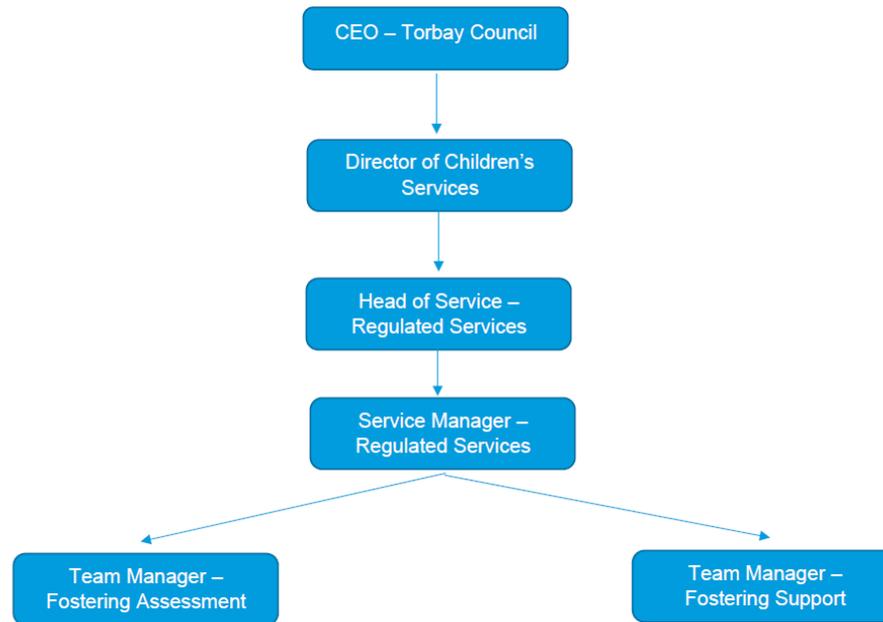
Torbay Fostering Service's objectives for service provision are:

- We want cared for children to live in an environment which is warm, stable and consistent to meet their needs.
- We want cared for children to have access to fostering homes which provide a safe, secure and nurturing base from which they grow into confident and happy young people who have aspirations for their future.
- We want cared for children to feel supported to achieve the best possible outcomes, not only in the short term but in the medium to long term too.
- We want cared for children to feel fully involved in their planning.
- We want cared for children to feel like they have a voice in the development of services designed to support them.
- We want social workers to understand the value of the fostering role and how their actions and practice can support the delivery of high-quality fostering services.
- We want to provide social workers with the relevant training and development opportunities to help them to under this.
- We want to provide fostering families with high quality and individualised training and development opportunities.
- We want to provide support of our fostering families which is personalised and inclusive of appropriate support for out of hours response.
- We want to continue to recruit fostering families who have a wide range of skills and experience, who can offer homes to a wider range of cared for children, including sibling groups, older children or those children who may have additional needs.
- We want to continue to recruit fostering families from a diverse background who can offer a range of homes for cared for children, thereby enhancing the quality of the matching process.
- We want to be a service which demonstrates its core values of equality and the value of diversity through its operational actions as well as its strategic review of practice, policy, training and development.
- We want to be a service which is compliant with the statutory, regulatory and legislative framework under which we work within daily.
- We want to be a service which recognises learning opportunities and ensures that service delivery is robustly monitored, reviewed and developed.
- We want to develop a team approach, which centres on the child and their needs, and which ensures that all involved in supporting a child are focused on the achievement of best practice.

5. Organisational Structure

Torbay Fostering Service is based at Children's Services, Tor Hill House in Torquay, and sits under Regulated Services. The Fostering Service consists of two teams: Fostering Assessment and Fostering Support.

The governance structure is as follows, with the service sitting within the Safeguarding directorate:



Day-to-day management and development of services is overseen by the two Team Managers, who are both qualified managers with experience in social work with children and families. Both Team Managers oversee a team of staff, inclusive of fostering assessment social workers, fostering supervising social workers, Community Care Workers, business support officers and a Recruitment and Events Co-Ordinator to support the delivery of service. Operational delivery is overseen by the Head of Service and supported by the Divisional Director of Safeguarding.

Our Fostering Assessment Team focuses on recruitment activity, assessments of prospective foster carers and support for prospective fostering families going through the Panel approval process. And pre-approval 'Skills to Foster' training programme offered to adult applicants and a specially created workshop for their children to attend to support the development of skills through the assessment process.

The Recruitment and Events Co-Ordinator role is an officer who works closely with the Fostering Assessment Team Manager, Communications team and other professionals to understand our local demographic and support them to view the potential skills people may have for fostering, thereby contributing to the development of a wider range of fostering families and skillsets.

Our Fostering Support team focuses on the support and supervision offered to approved foster carers, support through the Annual Review process, ongoing or updating assessments and investigations, participation and feedback work, training and development and the implementation of support groups and other celebratory and collective opportunities for our cared for children and their fostering families.

Torbay has its own Fostering Panel that meets regularly to make recommendations for the approval of foster carer candidates as well as to receive reviews of approval. The panel also consider other matters that are brought to them by the social work team. The panel is independent and has a chair and co-chair to sit alongside members to enable the function of the panel. In addition to the panel membership our Placements auditor sits on the panel to provide a Quality Assurance lens to our preparations, reports and presentation are to the highest standard. The panel is supported by a panel advisor who provides expert advise to the panel on arising matter.

Torbay Children's Services also has its own Learning Academy and works with a number of Universities to offer social work placements for students as well as offering a robust and supportive programme for Newly Qualified Social Workers employed by Torbay, some of whom may work within the Fostering Service and contribute to the service offer to our families. .

All the Managers and Supervising or Assessing Social Workers hold social work qualifications and are registered with the Social Work England.

All staff working at Torbay have access to a wide range of continued professional development and training opportunities which are coordinated and promoted by our Learning Academy.

The social work staff establishment on 31st March 2022 comprised of:

- Two permanent Team Managers
- Two permanent Assistant Team Managers
- Three full time social workers (Fostering Support)
- Two part time social workers (Fostering support)
- Two full time Newly Qualified Social workers – completing the ASYE programme (Fostering support)
- Four assessing social workers full-time (Fostering Assessment)

- Two part time Social workers (Fostering Assessment)
- Three Community Care Workers providing services across the fostering service.
- One Recruitment and Events Co-Ordinator that came into post in July 2021
- One Fostering Panel Chair and one vice chair
- Fostering Panel members
- Fostering Panel Advisor (this role is undertaken by the two team managers).

6. Fostering Recruitment Performance

During 2021/2022, the fostering service received a total of 99 initial enquiries; as a result of these enquiries, nine fostering households were approved.

Years	Number of enquiries	Approvals	Conversion
2014- 2015	118	29	24%
2015- 2016	65	10	15%
2016- 2017	42	3	7%
2017 - 2018	86	10	12%
2018 - 2019	45	4	9%
2019 - 2020	51	2	4%
2020 - 2021	111	20	18%
2021 – 2022	99	9	9%

The conversion of enquiries to approval during 2021/22 has decreased by 50%, even though recruitment activity generated only 12 less enquiries than the previous year. When analysing and exploring these figures, it is important to recognize a number of national factors which are impacting on fostering recruitment across the country. Firstly, the impact of the pandemic has been significant on our fostering community. Nationally, 66% of foster carers are above the age of fifty; many, have underlying health conditions, or health vulnerabilities within their own families. This naturally has caused some of Torbay's carers to re-evaluate their ability to foster, when the expectation (in line with the child's best interest) has been to maintain face to face family time throughout the pandemic. This knowledge has been a factor which many new prospective carers have raised as personal concerns in terms of their decision to foster.

An ITV News survey conducted in 2021 of 1022 foster carers nationally found that 22% of foster carers had considered retirement from fostering as a direct result of the pandemic, 27% felt reluctant or unable to foster due to fears of infection arising from COVID-19, and 55% reported a decline in their mental health. This is reflected in the national recruitment picture, with many Independent Fostering Agencies and local authorities reporting

a decline in initial enquiries during the year 2021-22. Torbay's approach has been to be as honest and transparent with our current and prospective carers, listening to their fears and thinking creatively about the support they need to be able to foster in spite of those anxieties.

In addition, the current cost of living crisis is also having an impact on fostering recruitment. Whilst in some respects this has the potential to have a positive impact, as initial reports are that the trend is swinging from Independent Fostering Agencies to local authority fostering which is viewed as more stable, families are facing significant anxieties about their income and the rising costs of utilities and the cost of living. As such, some prospective carers are re-considering whether now is the right time to pursue their ambition to foster. They are aware that there is no guarantee of a placement full time, and that placements are made on the basis of the matching process and the needs of the child in line with the skills of the carer. As such, some are seeking more consistent forms of employment at this time.

It must also be noted that the assessment process and the lead time from enquiry, to progression through assessment and on to Panel presentation is approximately six months therefore not all enquires generated within the reporting year will have progressed through each stage within the financial year. We have a significant number of Form Fs in assessment now having carried over from the 2021-22 year (12 Form F assessments were in progress as of the 31st March 2022).

As a baseline expectation, the Fostering Service aim to increase the number of fostering households by a minimum of ten per year. Last year, nine additional families were approved (90% of this target).

Numbers of Foster Carers (as at 31st March 2022):

As of 31st March 2022, the total number of approved fostering households was 81 which is comprised as follows:

Total Beds	151	
Current Placements	93 (inclusive of staying put)	70%
Vacancies	8	4%
Respite Beds	12	6%
Voids	32	19%

In March 2021, the total number of approved fostering households was 81. It is recognised that the overall number of approved fostering households has decreased from last year, despite the fact that the number of initial enquiries and approvals had increased. This is in line with information shared across the Peninsula in respect of resignations and deregistration. It is highly likely that this local and national picture has been impacted upon, as outlined above, by a number of different factors however the impact of the COVID-19 pandemic is a particularly influencing factor. The pandemic has led a number of fostering families to re-evaluate their current priorities and life goals, whether due to ill health, personal

loss, health anxieties, a change in career or employment and other personal factors. A number of fostering families have, as a result of these changes in their circumstances, reconsidered their capacity to offer a fostering family home to cared for children

Throughout 2021/2022 financial year there have been **0** cases through the Independent Review Mechanism process.

From 1st of April 2021 to 31st of March 2022, thirteen mainstream foster families were deregistered for the reasons as outlined below:

- Three Standards of Care/resignations.
- Five fostering families resigned due to a variety of personal issues impacting on their ability to foster.
- One fostering family resigned to offer the young people they cared for the opportunity to remain in their care under private lodging arrangements.
- One fostering family resigned as moving to another area.
- Three fostering families retired.

In addition, there were six Connected Carers, specific to a particular child, whose resignation was due to a Special Guardianship Order being granted.

7. Recruitment and Marketing Strategy and Campaign

Fostering recruitment remains a key strategic focus within Regulated Services. Whilst continuing to recognize the immense skill and expertise contained within our current fostering family cohort, there is an ongoing need to expand the placement sufficiency and variety we are able to offer our cared for children. Whilst the number of cared for children continues to decrease, the needs of cared for children do not and there is specifically a need to develop our in-house ability to provide placement options for: older children; children with additional needs; children with complex needs; young people bridging out of residential provisions; unaccompanied asylum seeking children; sibling groups.

The reinvigorated recruitment campaign launched in May 2020 and continues to be reviewed and built upon.

The introduction of the Recruitment and Events Co-Ordinator has strengthened our recruitment focus and drive; the Co-Ordinator leads on engagement and marketing opportunities, as well as engaging with the local community and local business in respect of our Corporate Parenting Offer and is linked regularly into Fostering Network, Fostering Recruitment and Home for Good meetings. There is a strong focus on participation in local events and engaging with local businesses to support the ongoing development of our Corporate Parenting Offer.

The Fostering Team were present at the Devon County Show in 2021 and are booked to attend the event for June/July 2022; the communications team promoted this through social media platforms to support our representation. This generated several enquires and has now resulted in at least one enquiry progressing through the assessment stage.

Torbay's aim is to recruit ten new fostering families per year, to ensure that we have sufficient, local in-house provision to meet the needs of all of our children; the Strategy incorporates a profile of our cared for children, and their evolving needs (for example the increased need for fostering families who can support Unaccompanied Asylum Seeking Children). When considering the impact of COVID-19 on fostering families both nationally and locally, and the increase nationally in foster carer resignation, the drive and focus on increasing our in-house provision must continue. The Fostering Network have undertaken research which indicates that for every ten initial enquiries, only one will convert to an approval. On this basis, and in line with Torbay's target, we will need to generate 100 enquiries at minimum per year. In the year 2021-22, 99 initial enquiries were generated, one below that estimate.

There is now the potential to undertake an analysis of the recruitment and marketing activity across 2021-22, to reach an informed and evidence-based view of the elements of this activity which result in increased numbers of high quality initial enquiries, and ultimately foster carer approvals. This analysis will consider the impact of activity across all five marketing methods: print media (local newspapers and publications for example); social media (promotion through Facebook); internal promotion activity (i.e. impact of Refer a Friend scheme and work undertaken to become a Fostering Friendly local authority); public infrastructure (i.e. bus campaign); and events (such as Music on the Meadows and the Devon County Show). In addition, the Strategy considers other improvements to practice which will ensure that the potential for an initial enquiry to move through to the assessment and approval stage is maximised, for example linking in the Short Breaks enabling service to offer prospective fostering families the opportunity to develop their direct work with children and become part of the Torbay team before they are approved, whilst also increasing our Short Breaks provision.

Following the success of the recent Foster Carer Workshop and ongoing work to embed feedback opportunities for our fostering families, this revised Strategy will also reflect the views of our foster carers in respect of what is most impactful when seeking to recruit new fostering families.

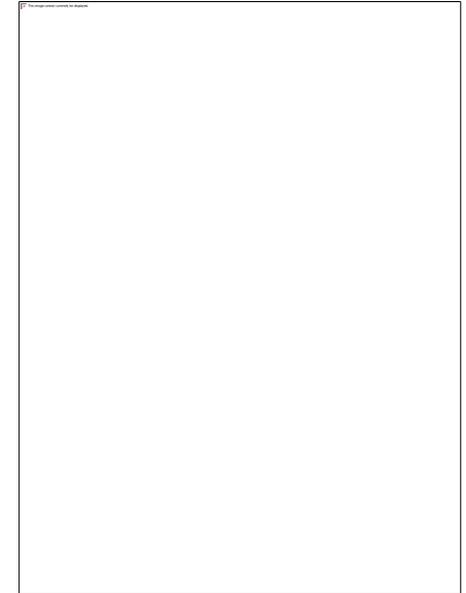
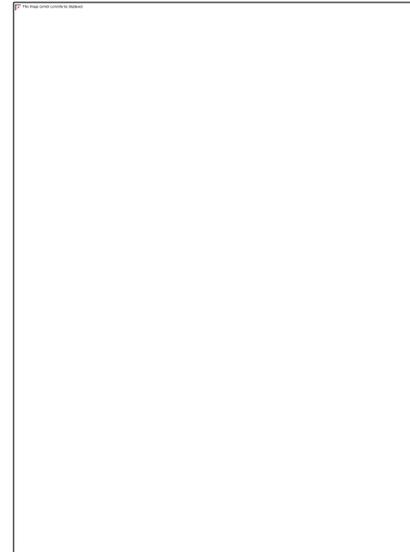
The Fostering Recruitment Strategy 2022-25 will include:

- Introduction
- Key Objectives for Fostering Recruitment in Torbay
- Profile of children cared for by Torbay Council
- Fostering Family Cohort and Enquiries
- Marketing Activity 2021-22
- Analysis of 2021-22 Marketing Activity
- Feedback from Fostering Families
- Recruitment Next Steps
- Retention
- Three year recruitment plan

8. Events

The Torbay Fostering Service have, as part of ongoing recruitment activity and the developed Corporate Parenting Offer, been able to attend and participate in the following events in the year 2021-22:

- Imagine Festival
- Armed Forces Day
- Music on the Meadow
- Paignton Festival
- Devon County Show
- Childrens Week
- Ullacombe Dog Show
- Torquay United Event
- Newton Abbot County Show
- Children's Week
- Lions Club Community Day
- Marldon Apple Pie Fair



In 2022, we have eleven planned events that we will be attending and providing a platform to promote our fostering service. These events will have representation from our fostering team in addition current foster carers that have committed to support these events and share their experiences of being a foster carer with Torbay.

9. Foster carer support

Performance

Torbay Fostering Service aim to provide the best possible care for children and maintain high standards in respect of children's care. In order to ensure that this is consistently achieved, Torbay have rigorous and comprehensive quality assurance frameworks in place, with audit activity across Children's Services taking place regularly.

The Fostering Service routinely provides reports in respect of the profile of the cared for children cohort and their placement types, information relating to vacancies and investigations, recruitment activity and performance, staffing considerations, training and development, service outcomes and aims and any other information relating to the performance of the service and the wellbeing of our fostering families and our cared for children.

Themes and patterns arising from Fostering Panels are tracked and monitored, with specific actions arising from any consistent areas for development. Compliance with policies and procedures is monitored by managers in supervision and audit and dip sample activity. All staff receive regular supervision, the frequency agreed according to their role, experience and need.

The performance of the service is also monitored by Ofsted inspections, the Corporate Parenting Board, the Sufficiency Board, the Children's Operational Board, the Overview and Scrutiny Board and the senior leadership team.

Areas of key quality assurance focus for the Torbay Fostering Service are:

- *The numbers of cared for children, in relation to their plan of permanence.
- *Placement stability, with a key focus on minimising disruption for cared for children and enhancing placement stability which involves monitoring the number of placement changes for cared for children.
- *Placement sufficiency and the recruitment of new fostering families.
- *Compliance, including foster carer training, DBC checks, timely Annual Reviews and fulfilment of basic training requirements.
- *Timely and quality foster carer supervision.
- *Purposeful and comprehensive placement planning meetings.
- *The use of placement support and stability meetings.

Over the last year we have established a process and developed the performance indicator system to ensure that we have management oversight on all of our fostering files. This makes sure that foster carers are receiving regular supervision and that their annual reviews remain on time.

The Fostering Service have consistently improved on their performance in the four Key Performance indicators. As of the 31st March 2022:

Foster carers with up-to-date training – 89%

Foster carers with up-to-date DBS – 90.45% (there have been some delays due to the increased demand for DBS checks as a result of the Homes for Ukraine scheme which takes priority)

Foster carers with up-to-date medical – 80.33% (this has been impacted on COVID-19 related delays)

Foster carers with up-to-date Annual Review – 86.52%

Following the migration to Liquid Logic, there has been some delay in ensuring that the right information is recorded within the system to enable accurate reporting. To mitigate against this, a manual Tracker has been established and is being used to report on this key indicators. An urgent Task and Finish group has been established incorporate the performance team, business support and the fostering service to address this.

Performance against these key indicators is a regular focus of the monthly performance surgeries chaired by the Head of Service, Regulated Services.

Support Groups

Torbay Fostering Service also run a number of support groups, which are organised at various times throughout the year and through various platforms. Torbay are committed to learning from feedback and participation and are constantly looking for ways in which we can make our training as accessible and purposeful and meaningful for fostering families as possible.

It is intended that support groups provide an opportunity for fostering families to meet with each other and share their views and experiences of fostering; in addition, fostering families can access support, guidance and signposting through these groups, and receive information about recent changes to policies and guidance and practice.

Currently, Torbay Fostering Service offer:

- A support group run by CAMHS which offers support through a therapeutic lens.
- Special Guardianship Support group for all Special Guardians receiving support from the Special Guardianship Team.
- A general foster carer support groups which is held monthly.
- Foster Carer Forums which are held quarterly.
- Foster Carer Workshops held bi-annually.
- Evening support groups and Connected Carer support groups.
- Single foster carers support group.

Foster carers receive financial allowances which value and respect their skills, learning and commitment. Detailed financial information and guidance around expectations are made available to each foster carer. In addition to the financial support, our foster carers benefit from local discounts and offers from providers that have made a commitment to support Torbay's foster care families as part of the Corporate Parenting Offer.

Paignton Zoo have made a pledge to provide all of our foster carers an annual family pass in addition to other local attractions providing discounted rates to access to foster carers.

Out of hours support

Torbay Fostering Service currently also have access to an out of hours team which offers direct support to fostering families whereby issues in relation to placement instability have been identified; this is operating through our Building Futures team and provides a weekly response until 9pm weekdays and a service on weekends 10-6pm Saturdays. In addition, the EDS (Emergency Duty Service) provides advice and support 24 hours, 7 days a week. This is a generic service and will provide a duty response in the event of an emergency.

Support during Allegations

Torbay Fostering Service also commission specialist support, for example mediation or advocacy services, in situations whereby this is required for foster carers through the allegation process. Fostering Service commissions, the independent individual support for foster carers from Fostering Network to support them through the investigation process.

Training

At Torbay, we believe that every moment of the fostering experience provides rich opportunity for learning and development; we are committed to supporting fostering families to grow and learn and develop their practice and recognise that this will be on an individualised basis, with at times a bespoke training need.

Fostering families begin their training journey during the assessment and approval process and build on this learning as they move on to complete the Training, Support and Development Standards. Fostering families receive a full induction, in order to enable them to understand the expectations of the fostering role, the key principles and values which underpin the fostering role and how they can best meet the needs of the cared for children they may be supporting and caring for.

Foster Carer training includes:

- Record Keeping for Foster Carers
- Safer Caring
- LADO Role and Allegations Against Foster Carers
- SGO PACE Training
- Delegated Authority for Foster Carers
- Paediatric First Aid
- Life Story Work

Introduction to attachment theory and practice
Grief, Loss and Change
Family Time Supervision
Bridging to Adoption
Fostering Changes Training
PACE Training
Skills to foster (as part of the assessment)

In certain circumstances, Torbay Fostering Service will explore alternative types of bespoke training for individual or groups of fostering families, where this is an identified need.

In September 2021, we provided bespoke NVR and DDP training to a group of twenty identified carers who:

- *Are existing foster carers who have considered the resilience pathway or who might consider the resilience pathway
- *Are existing foster carers whose preference is for the older age range, or who have expressed an interest in fostering children with additional need or complexity.
- *New foster carers who meet the above two conditions.

10. Special Guardianship support team

Devon Audit Partnership undertook an audit in respect of Special Guardianship in 2018/19. The service have made significant improvement since that time:

- All Special Guardianship Order assessments are now undertaken by social workers within the Fostering Assessment Team; all support for children subject to these Orders and their families is co-ordinated through the Fostering Support team. Referral routes, roles and responsibilities are clearly defined and established.
- A Special Guardianship Order tracker has been created, to include all those children subject to the Order, the status of the support being offered to them and the dates for review of the Special Guardianship Support plan. This includes trigger dates for the children at the age of fifteen years and six months, which will then prompt a letter explaining their rights to access from the Care Experienced team.
- A flowchart has been created which outlines social work responsibility in respect of SGO support plans, how these are recorded and the recording of communication of this to applicants.
- All SGO assessments are now progressed by social workers within the Fostering Assessment team; this includes quality assurance and oversight in the exceptional event of Independent Social Worker use.
- Information leaflets for assessment and support are now approved and are in use by both the Fostering Assessment and Support teams. Legal consultation was provided in the creation of these leaflets.
- SGO support plans are now signed off by the relevant Head of Service with overall case responsibility for the child.
- SGO assessment process and completion of SGO support plans forms part of the ASYE training programme.
- A consistent SGO support plan proforma is now in place. The SGO support plan proforma has been updated to include a specific section in terms of frequency of review and date for review.

Devon Audit Partnership undertook a review audit in June 2021. It noted many areas in which improvements had been made. As a result of this report, the following actions are being taken:

- In line with the review of the care planning pathways for cared for children, management will now include a care planning meeting whereby all and any issues pertaining to Special Guardianship and the Special Guardianship Support Plan will be overseen by the Fostering Assessment Team Manager; this will include the content of the Support Plan, communication with the prospective Special Guardians and their views, the signatures required for the Plan to be endorsed, the recording of communication and any other issue which may arise prior to the Support Plan being recorded as endorsed on the child's file. This will include an expectation of the endorsed Support Plan being sent by recorded delivery to the prospective Special Guardians. Each endorsed Support Plan will require Management Oversight from the HOS for Regulated on the child's file. This addition to the pathway will be fully implemented by the end of August 2021 and will be tracked through the updating of the SGO Tracker which has now been fully developed and created.
- The SGO Tracker has now been created and remains a live document which will now be reviewed in conjunction with the Court Manager and in line with the changes to the care planning pathway process as outlined above.

- Monthly meetings, in line with the month in which the Order was granted, are now in place to review each individual Support Plan on an annual basis. Management Oversight will be added to each child's file.
- At the point of a care planning endorsing a Support Plan, a review date will be scheduled at this point, to safeguard against the important step being overlooked.
- Exemplar Support Plans are included as part of the Good Practice Legal Resources folder.

In addition to this, and following a needs analysis in respect of some of the barrier to cared for children achieving legal permanence post final Order, a bespoke Former Foster Carer Special Guardianship Offer was approved in 2021-22 in respect of nineteen children.

Torbay also entered into an agreement with Family Action, on a subscription basis until June 2022 in respect of their additional Special Guardianship services. The subscription offers our Special Guardians:

- *access for every Special Guardian to a dedicated SGO website
- *crisis support out of hours, including evenings and Bank Holidays, for all Special Guardians
- *online counselling service (50 min sessions, twice a week, up to 8 sessions)
- *online coaching service (30 mins sessions, twice a week, up to 20 sessions)
- *online befriending service (10 sessions of 60 mins)

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11. Key Priorities and Actions of the Service in 2022/23

- A review of the Fostering Contract is in process and will be undertaken to support a relevant and up to date response to our inhouse fostering carers.
- An ongoing review and consultation with foster carers around the training provided for foster carers via the Fostering Training Forum that takes place quarterly and in partnership with the Learning Academy and the Workforce Development team. Ongoing review and expansion of our Fostering Training Offer, in line with the participation work undertaken with fostering families in respect of quality, accessibility and sufficiency.
- Ongoing consultation with foster carers will take place over this year via thematic surveys looking at specific topic such as their participation within the professional groups working with the children, training and development, support systems within the inhouse fostering, developing back up carers and use of enablers and other support services.
- A review and development of the Savings policy for children in care.
- Staying Put policy to be reviewed, considering the experience of transition from fostering to Staying Put as a care experienced young person within the fostering family.
- A fostering mentoring scheme will be developed to support newly approved families, to support them to embed themselves in their roles as new carers with the support of some of our more experienced foster carers.
- A therapeutic in-house working model will need to be developed throughout this year and specific training to be offered to fostering supervising social workers and fostering families.
- The Resilience Fostering Scheme to be explored with experienced foster carers and new applicants wherever stepping down from residential placements.
- Development of Parent and Child placements with identified fostering families and developed for up to 3 – 5 families, with a clear support and assessment plan to be endorsed through the Sufficiency Board.
- The development of the Torbay Fostering Website with the aim of transparency and accessibility for both foster carers and potential applicants.

- Whilst the number of cared for children reduces, there remains a vital need for greater variety in respect of the nature of in-house placements on offer to our cared for children, particular our older children, our sibling groups and our children who have additional or more complex needs. As such, recruitment must and does remain a key priority.
- Continue to honor the expectations set out with the Torbay Fostering Family Charter, included within the Statement of Purpose, to ensure that we retain the highly skilled, committed and dedicated foster carers that we already support.
- Finalise the Fostering Recruitment Strategy 2022-25.
- Work with Placement auditor to develop the Quality Assurance of our Fostering Panel.
- Progress the Former Foster Carer SGO Offer and secure Special Guardianship Orders in respect of the remaining seventeen children identified.

12. Foster Carer Feedback

Please find an overview of some fostering family feedback which has been collated in the year 2021-22:

Foster Carer Workshop

“I thought it was really well organized. There was a great atmosphere and it was lovely to see managers, senior managers, Councillors working as one. Everyone seemed to be working together”.

“It was really well organised, and we felt very welcome and thoroughly enjoyed it.”

“It was really positive”.

“Overall it was probably the best event that I have personally participated in to date, although we deviated wildly from the script during most of the sessions, within our group, but very much to the benefit of those taking part.”

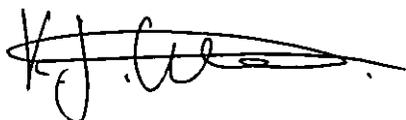
“I would just thank everyone in the team, and my fellow carers, for an interesting and stimulating event.”

“Being face to face with others after such a long time. The feeling that your comments and feedback were being listened to and your thoughts/ideas being taken seriously.”

Support Group Feedback

“The support group is important to myself as I enjoy meeting up with other carers for the social side and also if you are having a tough time and hear other carers are too it makes you feel you aren't alone.”

“A big thank you to social workers for all the hard work they do in support groups.”

A handwritten signature in black ink, appearing to be 'K. J. ...', written over a horizontal line.

Signed:

Name: Kelly Gosney, Head of Service (Regulated Services)

Date of review: 1st April 2023

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Statement of Purpose

Content:

1. Introduction
2. Aims and Objectives
3. Organisational Structure
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5. Principles and Standards of Care
6. Services we provide
7. Recruitment, Assessment, Approval and Reviews
8. Support and Supervision
9. Foster Carer Handbook
10. Training and Development
11. Protecting children from harm
12. Provision of therapeutic services
13. Provision of health services
14. Provision of educational services

15. Provision of leisure, sport, cultural and religious activity
16. Care experienced provision
17. Consultation and Participation
18. Complaints and Representations
19. Allegations
20. Monitoring Performance
21. Contact details
22. Fostering Family Charter

Please note: for the purpose of this document, the word 'placement' is used throughout. In line with the implementation of the restorative model, it is fully recognized that this word may not be the right choice for individual children; however, each child will wish for the place where they live to be called something different, and home can have powerful connotations for cared for children and young people and therefore placement is used in this instance.

1 .Introduction

Torbay Fostering's Statement of Purpose has been developed and produced to meet the requirements and principles contained within the following legislation and guidance:

- The Fostering Service Regulations 2011, amended July 2013 and April 2014
- The National Minimum Standards for Fostering Services (2011)
- The Care Standards Act 2000
- The Care Planning, Placement & Case Review (England) Regulations 2010
- The Care Planning, Placement & Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2013
- The Care Planning and Fostering (Miscellaneous Amendments) 2015
- The Children Act 1989 • The Children Act 1989 Guidance & Regulations Vol 2: Care Planning, Placement & Case Review 2010
- Delegation of Authority: Amendments to the Children Act 1989 Guidance & Regulations Vol 2: Care Planning, Placement and Case Review 2010 (July 2013)
- The Children Act 1989 Guidance & Regulations Vol 4: Fostering Services (2011)
- Assessment and Approval of Foster Carers: Amendment to the Children Act 1989 Guidance & Regulations Vol 4: Fostering Services (July 2013)
- The Children and Families Act 2014
- Working Together to Safeguard Children 2018

The Statement provides information about the Torbay Fostering Service, including the services and facilities offered. It is available on Torbay Council website or in hard copy to:

- Any person working for or on behalf of Torbay Council
- Any foster carer or prospective foster carer of Torbay Fostering Service
- Children and young people living with Torbay carers
- Professionals who work alongside the service
- General public on request

In accordance with regulations, Torbay Fostering Service submits copies of this statement to Ofsted.

2. Aims and Objectives of our Service:

In line with the implementation of the restorative model of practice, the vision of Torbay Fostering Service is place children and their needs at the forefront of everything we do; considering the crucial and integral role of our fostering families in achieving this vision, the aim of the Fostering Service is to ensure that our foster carers feel like a central part of the team around the child.

Torbay Fostering Service strive to create a sense of 'family' assessment, planning and support provided to fostering families, whilst ensuring children always remain at the core of its provision. Every child and fostering family is different and has specific needs; the service wishes to fully understand these needs in order to achieve fully child and person centred planning which is fluid and adaptive, and takes into account change and development. The goal is to ensure the provision and delivery of a high quality fostering service that focuses on achieving the best possible outcomes for children.

Torbay Fostering Service aspires to be self-aware, to be understanding of its strengths and able to quickly identify any vulnerabilities or opportunities for learning and respond appropriately. The service aims to provide a targeted and focused operational and strategic response to areas of service improvement, in order to be responsive and dynamic in adjusting and adapting to the needs of our children and fostering families.

As a service we aim to be:

F – forward-thinking and focused on the continued professional development of our staff and our carers

O – open to transparent communication and participation with our fostering families

S – safe, secure and stable

T – trustworthy and reliable

E – encouraging and proactive in respect of our fostering families' education and training

R – robust in respect of statutory and regulatory compliance

I – innovative in terms of service organisation and development

N – nurturing, supportive and caring

G – guided by best practice

In line with Torbay's vision for cared for children, and in keeping with the interim Corporate Parenting Strategy, Torbay Fostering Service want all cared for children to feel loved and nurtured, and for them to be supported to reach their full, individual potential. Torbay recognise that, to achieve this, there needs to be collaborative joint working across a range of professionals and parties and the Fostering Service aim to consult with and involve all of those involved in a child's care planning, including but not limited to: children and young people; our fostering families and their supervising social workers; social workers allocated to a child; Team Managers and senior leaders; independent specialists; Fostering Panel members. We are open to and welcome feedback, as this is an integral foundation on which the development of the service can be built. We have open lines of communication and an openness of approach, with the ability and desire to be innovative in delivering relevant and effective services to meet identified needs.

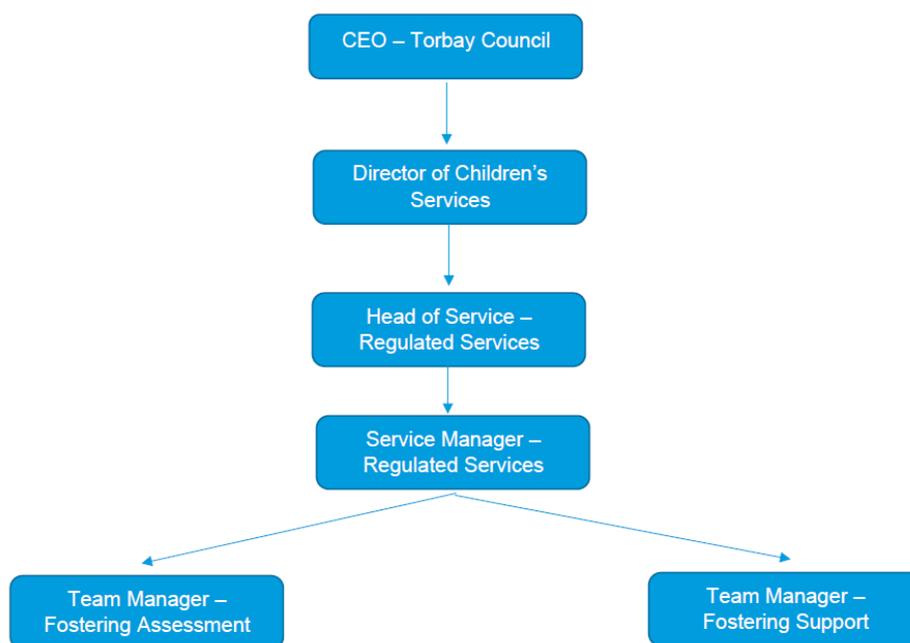
Torbay Fostering Service's objectives for service provision are:

- We want cared for children to live in an environment which is warm, stable and consistent.
- We want cared for children to have access to fostering homes which provide a safe, secure and nurturing base from which they grow into confident and happy young people who have aspirations for their future.
- We want cared for children to feel supported to achieve the best possible outcomes, not only in the short term but in the medium to long term too.
- We want cared for children to feel fully involved in their planning.
- We want cared for children to feel like they have a voice in the development of services designed to support them.
- We want social workers to understand the value of the fostering role and how their actions and practice can support the delivery of high quality fostering services.
- We want to provide social workers with the relevant training and development opportunities to help them to under this.
- We want to provide fostering families with high quality and individualised training and development opportunities.
- We want to provide support of out fostering families which is personalised and inclusive of appropriate support out of hours.
- We want to continue to recruit fostering families who have a wide range of skills and experience, who can offer homes to a wider range of cared for children, including sibling groups, older children or those children who may have additional needs.
- We want to continue to recruit fostering families from a diverse background who can offer a range of homes for cared for children, thereby enhancing the quality of the matching process.
- We want to be a service which demonstrates its core values of equality and the value of diversity through its operational actions as well as its strategic review of practice, policy, training and development.
- We want to be a service which is absolutely compliant with the statutory, regulatory and legislative framework under which we work.
- We want to be a service which recognises learning opportunities and ensures that service delivery is robustly monitored, reviewed and developed.
- We want to develop a team approach, which centres on the child and their needs, and which ensures that all involved in supporting a child are focused on the achievement of best practice.

3. Organisational Structure

Torbay Fostering Service is based at Children’s Services, Tor Hill House in Torquay, and sits under Regulated Services. The Fostering Service consists of two teams: Fostering Assessment and Fostering Support.

The governance structure is as follows:



Day-to day management and development of services is overseen by the two Team Managers, who are both qualified managers with experience in social work with children and families. Both Team Managers oversee a team of staff, inclusive of fostering assessment social workers, fostering supervising social workers, Community Care Workers, business support officers and a Recruitment and Events Co-ordinator.

Our Fostering Assessment Team focuses on recruitment activity, assessments of prospective foster carers and support for prospective fostering families going through the Panel approval process.

The Recruitment and Events Co-Ordinator role is a new role within the Torbay Fostering Service; this is an officer who works closely with the Fostering Assessment Team Manager, Communications and other professionals to understand our local demographic and support them to view the potential skills people may have for fostering, thereby contributing to the development of a wider range of fostering families and skillsets.

Our Fostering Support team focuses on the support and supervision offered to approved foster carers, support through the Annual Review process, ongoing or updating assessments and investigations, participation and feedback work, training and development and the implementation of support groups and other celebratory and collective opportunities for our cared for children and their fostering families.

Torbay has its own Fostering Panel that meets regularly to make recommendations for the approval of foster carer candidates as well as to receive reviews of approval. The panel also consider other matters that are brought to them by the social work team.

Torbay Children's Services also has its own Learning Academy and works with a number of universities to offer social work placements for students as well as offering a robust and supportive programme for Newly Qualified Social Workers employed by Torbay, some of whom may work within the Fostering Service.

All the Managers and Supervising or Assessing Social Workers hold social work qualifications and are registered with the Social Work England.

All staff working at Torbay have access to a wide range of continued professional development and training opportunities which are co-ordinated by Torbay's Learning Academy.

The social work staff establishment on 31st March 2022 comprised of:

- Two permanent Team Managers
- Two permanent Assistant Team Managers
- Three full time social workers (Fostering Support)
- Two part time social workers (Fostering support)
- Two full time Newly Qualified Social workers – completing the ASYE programme (Fostering support)
- Four assessing social workers full-time (Fostering Assessment)
- Two part time Social workers (Fostering Assessment)
- Three Community Care Workers providing services across the fostering service.
- One Recruitment and Events Co-Ordinator that came into post in July 2021
- One Fostering Panel Chair and one vice chair
- Fostering Panel members
- Fostering Panel Advisor (this role is undertaken by the two team managers).

4. Confidentiality and Conflicts of Interest

Fostering families are, within the matching process and at the point of placement, provided with comprehensive information about the children placed with them; as part of the fostering role, foster carers are expected to maintain high standards in terms of confidentiality. Foster carers, as well as staff, are expected to declare any potential conflicts of interests in a timely and appropriate manner.

Torbay Fostering Service also maintain records in respect of fostering families and cared for children which are subject to National Standards and GDPR or data protection legislation.

5. Principles and Standards of Care

Torbay Fostering Service and its staff are committed to promoting and achieving the very best possible outcomes for cared for children, and to providing the highest quality standard of support and service to them, their families and our carers. The standards of care, as outlined below, are in accordance with the Fostering Service (England) Regulations 2011 as well as the principles outlined in the National Minimum Standards 2011. This applies to all of our carers, no matter their approval and what fostering service they provide, and is application to Connected Carers also.

- The welfare, safety and wellbeing of the child is paramount, as enshrined in legislation.
- Cared for children have a voice and that voice is vitally important. As a service, we will ensure that there are as many avenues for children's participation and feedback as possible, and will try where possible to reflect children's wishes and feelings in their care planning. We aim to be as honest and transparent in our communications and interactions with children as possible.
- Every cared for child will have a comprehensive and up to date care plan, health plan and education plan.
- Every cared for child will have a care plan which reflects their cultural and religious beliefs; cared for children will be supported and encouraged to engage in activities which reflect these beliefs, in line with the child's wishes and feelings and their developmental understanding.
- Every cared for child will live in an environment which is free from oppression, discrimination and prejudice; cared for children will be supported to develop a secure and positive sense of their identity, who they are, what is important to them and their aspirations.
- Torbay Fostering Service will play a critical role in achieving the aims and intended outcomes of a cared for child's care, health and education plan.
- Torbay Fostering Service will work in a multi-agency partnership as part of the team around the child, to achieve the aims within the care, health or educational plan and to promote safe, consistent and meaningful family time whose those people who are important to the child.
- Foster carers will have a handbook which guides their practice and provides clarity in terms of expectations, responsibilities and standards.

6. Services we provide

Torbay Fostering Service aim a range of fostering placements which meet the needs of our cared for children:

Emergency Fostering Placements

These are carers who are able to offer a fostering family home at short notice, and for short period of time.

Short Term Fostering Placements

These are carers who are able to offer a fostering family home on a short term basis; this could be for anything up to two years, for children who are cared for subject to proceedings and who need a safe and secure home whilst decisions are made about their care. These carers may then be involved in bridging to adoption, support to reunification, transition to other family care arrangements, transition to a longer term fostering placement or bridging to independence.

Long Term/Permanent Placements

These are carers who are able to offer a fostering family home to children whose plan is one of long term fostering, and when final decisions have been made that a child cannot return home to the care of their parent/s or previous caregiver. These long term placements offer security and stability for children for their minority and often into their adulthood. These carers make a long term commitment to a child, and are often matched as a long term permanent placement for the child following a year in placement, through the Permanence Panel.

Respite Placements

These are carers who are able to offer a fostering family home to children, who are often in a long term placement, as part of their plan of stability and permanence within that placement, to provide appropriate support to long term carers. At times, these placements may be use as a short term measure, and as part of the bridging process to alternative placements.

Parent and Child Placements

Torbay do not currently offer parent and child placements however we have identified a number of carers who have an interest in offering this type of placement, and are looking to support them with training opportunities to enable them to do this.

These are carers with specific training who can offer placement to parent/s and child/ren. These may be young parents, under the age of sixteen, or parents of any age, who require intensive support, guidance and modelling to developing their parenting capacity in a safe environment.

Placements for Unaccompanied Asylum Seekers

These are carers who are able to offer a fostering family home to unaccompanied asylum seeking children and young people, to enable them to adjust fully to being in a new country, and provide a nurturing safe base from which these young people can begin to recover from their experiences and forge a life for themselves in their new surroundings.

Sibling placements

These are carers who are able to offer a fostering family home to sibling groups, not only due to the physical accommodation and support within the home but also due to the skills and knowledge of these carers.

Resilience placements

Resilience foster carers are carers who are able to offer a fostering family home to support young people aged 10-18 years who currently live in residential care and/or who may have particularly complex needs, or young people who may be in the youth justice system. For those who have the knowledge, skills and experience to care for a child with these needs, it's a unique fostering opportunity where carers provide long term, family based placements, fostering one young person and supporting them into adult life.

Staying Put Placements

These are carers who are able to offer a home to those care experienced young people aged eighteen and above who they have previously fostered.

Matching

All matching considerations focus, as the central and most important factor, the specific needs of the child, and the skills, knowledge and capacity of the identified carers' to meet these needs; this is reflected in the short term and emergency matching process as outlined on the right. This ethos and approach is embedded within the matching process, whether emergency, short and long term matching process for all cared for children and young people; the needs of the child are the central focus of matching discussions and meetings and placement planning.

Key questions to ask, which are reflected in the matching flowchart below, are:

What are the child or young person's specific needs? What are the foster carer or placement provider's specific skills and knowledge and how would this impact on their capacity to meet these needs?

Are there other children, whether birth children or cared for children, in placement? How does impact on the potential match?

What gaps in terms of capacity are there and could these be mitigated by additional support wrapped around the placement?

Have matching discussions involved the appropriate people i.e. the child's social worker, the foster carer or placement provider, education staff or the Virtual School, other professionals who know and understand the child and their needs?

Has location been considered? Where is the potential placement? Would this placement enable a child or young person to remain within their established local network?

What are the short, medium and long term outcomes intended for this child or young person within this placement? Is this intended to be a longer term permanent placement or a short term, bridging placement? What is the exit plan?

Once this analysis of the available placements has been completed, the Initial Matching Checklist and Record of Discussion (on the right) should be completed and recorded on the child's file. This includes any immediate need in respect of placement support, for example enhanced placement fees, associated therapy through the fostering agency and any other support that may be required to meet the needs of the child. If funding is required, appropriate HOS agreement or ratification through Access to Resources should be sought AS SOON AS POSSIBLE. No placement should be accepted on the basis of a promise of additional support, if appropriate authorisation has not been sought and confirmed.

Decision-making

All decisions to place a child need to be ratified by the relevant Head of Service for the child, to confirm that the decision is in line with the child or young person's care plan and there are no alternative plans that could be implemented. Head of Service endorsement is required to initiate a search for a placement and to accept a placement.

Initial Matching Checklist and record of decision				
Placements need to be entered and authorised on PARIS by close of Monday for carers to receive payment in the first week of placement. If later than Monday, payment will be made to carers the following week.				
Name/s of child(ren)	Age	Date of birth	Gender	Ethnicity
Needs and Outcomes received?	Yes		No	
Further Information Requested? ie Risks; location; contact arrangements, transport etc				
Potential In-house carers who match the child's profile <ul style="list-style-type: none"> List a maximum of 5 and rank in order of preference starting with "best match". Include brief description of reasons: strengths and vulnerabilities; risks of potential match and people consulted ie Supervising Social Workers, Practice Managers etc. 				
1.				
2.				
3.				
4.				
5.				
Have any of the above carers been ruled out, if so for what reasons?				
Have any variations of approval / exemptions been considered? If so, what carers have been considered?	Yes		No	
Has the carer been spoken to?	Yes		No	
Has the referral be given to the carer? (by email or phone)	Yes		No	
Is additional support required for this placement i.e. transport, enhanced respite?	Yes		No	
Has ATR been attended or HOS approval been given to this additional support?	Yes		No	
Has the carer agreed to the placement? If no please record reasons below	Yes		No	
Has the child's social worker been given carer's details? If CSW has declined please give reasons below:	Yes		No	

Short Term or Emergency Matching Flowchart for Children's Social Workers

Child requires alternative placement

Any change of placement MUST be authorised and agreed by the Head of Service for the relevant service area.

1. Details of circumstances of placement change with details of what action has been taken to stabilise the placement/prevent the need for destabilisation through change of placement as well as a rationale for the social work view in relation to the proposed change to be sent to the relevant Service Manager and Head of Service.
2. Needs and Outcomes to be completed and sent to Team Manager for quality assurance. Once approved, this must be sent to the Placements Team.
3. Any Expressions of Interests received need to be reviewed in line with the child's needs as the paramount consideration (as below).

Review of Expressions of Interests

In reviewing expressions of interests received, the primary consideration must be the child/ren's needs, the impact of this placement on the child and the capacity of the proposed carers to meet the child or children's needs.

Key Questions:

What are the child or young person's specific needs? What are the foster carer or placement provider's specific skills and knowledge and how would this impact on their capacity to meet these needs?

Are there other children, whether birth children or cared for children, in placement? How does impact on the potential match?

What gaps in terms of capacity are there and could these be mitigated by additional support wrapped around the placement?

Have matching discussions involved the appropriate people i.e. the child's social worker, the foster carer or placement provider, education staff or the Virtual School, other professionals who know and understand the child and their needs?

Has location been considered? Where is the potential placement? Would this placement enable a child or young person to remain within their established local network?

What are the short, medium and long term outcomes intended for this child or young person within this placement? Is this intended to be a longer term permanent placement or a short term, bridging placement? What is the exit plan?

Child's social worker and Team Manager must complete the Initial and Emergency Matching Form

Any agreement to progress with a proposed placement will need to be agreed by the Head of Service for the relevant service area.

Child's social worker and Team Manager must send the completed form to the Placements Team, Service Manager and Head of Service to agree the placement.

7. Foster Carer Recruitment, Assessment, Approval and Reviews

Recruitment

Torbay remain committed to progressing a robust and carefully implemented recruitment process, which enables us to support those with an interest in fostering to understand the potential role they may play as fostering families for existing and future cared for children. From the point of initial enquiry, potential foster carers are provided with comprehensive written and verbal information to help them through the recruitment and assessment journey, in addition to ongoing support and training; by doing so, we hope to develop and expand our in-house placement sufficiency, and develop our existing fostering family to include more and more prospective carers who can offer safety, security and stability as well as high quality care and nurture to our cared for children. This includes the recruitment of foster carers from a wide range of diverse backgrounds; Torbay have fostering families from a range of different geographical locations also, underpinning the concept that you do not need to live in Torbay to foster for Torbay.

The Torbay Fostering Service continue to aim to be as creative as possible in our recruitment drive, including the recruitment campaigns within local and specialist publications, attendance and engagement at local shows and events, advertising through the transport network, the use of social media and the internet.

Torbay Fostering Service are also collaborating currently with Home for Good, a faith organisation which focuses on the recruitment of families of faith who may be interested in fostering.

Assessment

Torbay Fostering Service aim to be both rigorous and supportive, in terms of their assessment of prospective foster carers, to ensure the safety and wellbeing of all cared for children placed with our fostering families.

The two-stage assessment process adheres to the Fostering Regulations and, from initial enquiry to approval, is expected to take a maximum of five to six months. At Torbay, we run stage one and two concurrently, to prevent any unnecessary delay as a result of pending checks.

Any initial enquiry, no matter how this is received, is followed up with a phone conversation which would include an opportunity for prospective carers to ask and receive a prompt answer in relation to any aspect of the fostering experience or process. An initial enquiry form is also completed.

If there is agreement to proceed, the potential applicant is offered a home visit by a member of the Fostering Assessment Team. This offers further opportunity for queries and questions to be answered, as well as the time to hear information about the realities of fostering in more detail, and to discuss whether fostering is a realistic and possible option for them to explore. It enables the Fostering Assessment Team to view the potential applicants' accommodation, to consider their motivation, their experience, any practical considerations, and to discuss whether they are ready to apply to foster. If appropriate, an application form will be emailed to the applicant as well as appropriate forms which outline issues in respect of consent, following the initial visit. Torbay also send to the prospective applicants a record of the Initial Visit.

At Torbay Fostering Service, we encourage and promote prospective foster carers to attend and engage with Skills to Foster training as soon as possible, to ensure that this is accessible as a means of supporting them through the assessment process.

The applicants then begin an assessment that includes the requirements laid down in Schedule 3 of the Fostering Services (England) Regulations 2011 and the National Minimum Standards in

Foster Care (2011), Assessment and approval of Foster Carers 2013 (amendments to Children Act 1989) and Schedule 4 of the Care Planning Placement and Case Review Regulations 2010 (where children are fostered by relatives and friends). Stage 1 comprises of all the formal checks. This includes: DBS checks on applicant/s and any members of the household aged over 18; Local Authority checks; health checks including an assessment by the applicant's GP; and references from former partners, employers, children's schools, and three personal references. Once all the checks and references are returned, a formal decision is made regarding successful completion and whether the assessment proceeds to Stage 2.

In Stage 2, an in-depth assessment is undertaken by a qualified, registered assessing social worker, based on the CoramBAAF Form F. A series of home visits are arranged with the applicant/s in order to complete a comprehensive report covering family background, education and employment, past and present relationships, interviews with all other members of the household, support networks, experience, attitude and approach regarding the care of children, ability to work as part of a team, understanding of identity and diversity, and motivation and preparation for fostering. The applicant/s are required to participate in a two day Skills to Foster training course, feedback from which is included in the assessment report; as above, prospective foster carers are supported to attend this training as soon as possible in their assessment journey.

At the end of the assessment, the completed report is presented to the Torbay Fostering Panel. The applicant/s, accompanied by the assessing social worker, are required to attend Panel to meet with panel members. The Panel is made up of independent members with backgrounds in health, education, the law, fostering, and social care as well as those who may be care experienced themselves.

The Panel makes a recommendation to the Agency Decision Maker (ADM), which is normally shared immediately with the applicant/s. The final decision about the applicant/s' approval as a foster carer is made by the ADM. If an applicant is unhappy about the decision, they have a right of appeal which can be made direct to the Independent Review Mechanism or to Torbay Children's Services within twenty-eight days.

Approval

Once approved by the ADM, newly approved foster carers receive a letter confirming their approval status and the terms of their approval. The Fostering Support Team Manager ensures that each new fostering family is allocated a Supervising Social Worker who is responsible for their induction, training, support and supervision.

Foster carers are required to complete their Training, Support and Development Standards within the first twelve months.

Reviews

Foster carer approval is reviewed annually in accordance with Fostering Regulations and Standards. In certain situations, a review may be conducted sooner. These could include:

- A significant incident or a serious allegation.
- Significant concerns regarding a foster carer's practice.
- A change in the foster carer's circumstances such as the breakdown of a relationship, a new relationship, or significant changes to a foster carer's lifestyle or health, or in the sad circumstances of a death within the family.

The review is undertaken by either a foster carer's supervising social worker or an independent reviewing social worker who, in compiling their report, will refer to feedback and reports from:

- the supervising social worker.
- the foster carers.
- the children placed.
- other members of the household including foster carers' own children.
- the birth family if possible.
- any other relevant professionals.
- educational providers of the children placed.

The review process provides an invaluable opportunity for reflection, to take stock of the previous twelve months and the experiences of the children placed, the fostering family and the fostering service in that time. The process focuses on the foster carer's training and development, and what impact this has had on their practice; in addition, the experiences of the child/ren in their care will be central to this process, and how the foster carers have been able to meet the children's needs and contribute to planning which achieves best outcomes for the children.

Full information about this process can be found in Torbay's Procedure Manual:

[Assessment and Approvals of Foster Carers \(proceduresonline.com\)](http://proceduresonline.com)

7. Support and Supervision

Each foster carer household is allocated their own supervising social worker who will:

1. Work in a person-centred way to build a supportive relationship with the fostering family.
2. Provide consistent and timely communication to fostering families, whether through direct visits, virtual visits, telephone or email communication. Visiting frequency is determined by the needs of the fostering family, as well as the needs of the children placed within the fostering family. Torbay Fostering Service have provided all fostering families with a comprehensive contact list, to ensure that no foster carer feels unable to make contact with appropriate representatives of the service at any given point.
3. Be a listening ear for the fostering families they support. This could be as a means of reflecting on the experiences of the fostering family that day, or that week, or that month; it could be to as a collaborative means of overcoming barriers or finding solutions to practical issues; it could also be as a means of working together to discuss and reflect on some of the challenges of fostering, and how as a team we can work together to overcome these challenges. This communication is vital; it is an integral way in which we work together with fostering families to implement the child's care plan and placement and promote the best outcomes for the child/ren.
4. Attend placement planning meetings, placement review or support meetings, Cared For Children's reviews, stability or disruption meetings and other meetings to support foster carers as required.
5. Undertake formal monthly supervision. This will focus on a wide range of factors which influence the foster carer's practice however will also be a reflective space in which to discuss elements of fostering and/or the fostering family's own personal circumstances which are impacting on their wellbeing or ability to meet the needs of the child/ren in placement. Elements which may be discussed within supervision include but are not limited to: training and development; the fostering family interactions and dynamics; report or record writing including timeliness and quality; adherence to the safe care plan or review of the safe care plan; how the outcomes identified in the placement

plan are being progressed; family time arrangements and the impact of this on the child/fostering family; the cared for children within placement; the child/ren's health, education, emotional wellbeing, identity and cultural and developmental needs; other elements such as savings for the child; the children's participation in extra-curricular and community based activities; the children's growth and development or preparation towards independence; celebratory moments such as the progress and achievement of each child's specific outcomes.

6. Ensure that all statutory checks, such as DBS, medicals, health and safety, are up to date.
7. Ensure that unannounced visits have been undertaken in line with the Torbay policy of a minimum of two unannounced visits per year to the fostering family.
8. Liaise appropriately with all professionals involved in the children's care, in particular the allocated social worker for the child.
8. Visit and see the child/ren placed and undertake direct work with the children, to ascertain their views, and to monitor the standard of care being offered to any child placed.
9. Contribute to or carry out the foster carers' annual review of approval.

Torbay Fostering Service also run a number of support groups, which are organised at various times throughout the year and through various platforms. Torbay are committed to learning from feedback and participation and are constantly looking for ways in which we can make our training as accessible and purposeful and meaningful for fostering families as possible.

It is intended that support groups provide an opportunity for fostering families to meet with each other and share their views and experiences of fostering; in addition, fostering families can access support, guidance and signposting through these groups, and receive information about recent changes to policies and guidance and practice.

Currently, Torbay Fostering Service offer:

- *A support group run by CAMHS which offers support through a therapeutic lens.
- *Special Guardianship Support group for all Special Guardians receiving support from the Special Guardianship Team.
- *A general foster carer support group.

Foster carers receive financial payment that values and respects their skills, learning and commitment. Detailed financial information and guidance around expectations are made available to each foster carer.

Torbay Fostering Service currently also have access to an out of hours team which offers direct support to fostering families whereby issues in relation to placement instability have been identified; this is operating currently on a three month basis and provides support from 6pm-10pm each weekday evening and from 12pm-10pm on weekends and Bank Holidays.

Torbay Fostering Service also commission specialist support, for example mediation or advocacy services, in situations whereby this is required for foster carers through the allegation process.

There are often times when a cared for child may have an accident which causes damage within the fostering family household. When this does happen, we ask foster carers initially to claim on their own household insurance. In the event of premium increase, excess payments or situations whereby insurance does not cover loss or damage, fostering families are asked to discuss this with their supervising social worker and the Fostering Support Team Manager.

Full information about this process can be found in Torbay's Procedure Manual:

[Supervision and Support of Foster Carers \(proceduresonline.com\)](http://proceduresonline.com)

9. Foster Carers Handbook

Foster Carers are provided with a virtual link to the Fostering Handbook, and a hard copy can be requested where required; this gives our fostering families a comprehensive overview of the service and the fostering role.

Children's Services policies and procedures can be found on the website at: [Torbay Children's Services Policies and Procedures Manual \(proceduresonline.com\)](http://proceduresonline.com)

10. Training and development

At Torbay, we believe that every moment of the fostering experience provides rich opportunity for learning and development; we are committed to supporting fostering families to grow and learn and develop their practice, and recognise that this will be on an individualised basis, with at times a bespoke training need.

Fostering families begin their training journey during the assessment and approval process and build on this learning as they move on to complete the Training, Support and Development Standards. Fostering families receive a full induction, in order to enable them to understand the expectations of the fostering role, the key principles and values which underpin the fostering role and how they can best meet the needs of the cared for children they may be supporting and caring for.

Foster Carer training includes:

Record Keeping for Foster Carers

Safer Caring

LADO Role and Allegations Against Foster Carers

SGO PACE Training

Delegated Authority for Foster Carers

Paediatric First Aid

Life Story Work

Introduction to attachment theory and practice

Grief, Loss and Change

Family Time Supervision

Bridging to Adoption

Fostering Changes Training

In certain circumstances, Torbay Fostering Service will explore alternative types of bespoke training for individual or groups of fostering families, where this is an identified need.

11. Protecting children from harm

Torbay Fostering Service operates a safe recruitment process for all staff employed by the agency. In addition, there is a rigorous vetting and assessment process undertaken with all potential carers. Enhanced Disclosure and Barring (DBS) checks are repeated every three years for all carers and staff.

Our policy framework and guidance, which underpins our service, includes a focus on safe caring, safeguarding, health and safety, bullying, behaviour management and positive reinforcement, confidentiality and data protection, e-safety and the safe use of internet and social networking, and this is all linked to the training and development programme for our fostering families.

Any safeguarding concern is addressed in a timely way, by the management team and often in conjunction with the Local Authority Designated Officer (LADO).

Torbay Fostering Service track and monitor patterns of safeguarding concerns, in order that this can inform service development and the implementation of best practice, for example reviews of the training schedule or review of policy, procedure or guidance.

12. Provision of Therapeutic Services

The Fostering Service holds a support group for fostering families; this is led by Torbay Child and Adolescent Mental Health Service (CAMHS), who provide therapeutic input to children and young people in foster placement, consultation to carers and other professionals. CAMHS comprises of clinical psychologists, psychiatrists, child and adolescent mental health practitioners and social workers with expertise in children's mental health. The support group is intended to provide support and consultation to carers in respect of the therapeutic needs of the children they care for, thereby enhancing placement stability for cared for children and ensuring that cared for children have access to the support and services that they need.

Cared for children can access support for their mental health, emotional and therapeutic wellbeing through a number of different avenues: consultations between the child's social worker and CAMHS; consultation with the in-house therapeutic social worker, who is trained in play therapy; bespoke packages of support which are accessed through the Access to Resources Panel.

13. Provision of Health Promotion Support Services

Fostering families can seek support and advice from the Designated Nurses for Cared For Children and Young People who in conjunction with other health professionals oversee the Review Health Assessments undertaken annually.

Within Torbay's Public Health service, there are specialists whose focus is on sexual health and who offer signposting, advice, information and support to young people and their fostering families in the field of sexual health.

Cared for children with disabilities can also access support and advice from the Learning Disability Service.

Torbay Fostering Service works with a wide range of professionals, both within Children's Services and with partner agencies, to ensure cared for children's health needs are met and that health outcomes for cared for children are aspirational with continued improvement.

14. Provision of Educational Support Services

Torbay's Virtual School has the responsibility and oversight of education for cared for children and consists of: a Headteacher, who oversees and monitors the attainment, progress, attendance and

inclusion of carers for children and works with corporate parents and other partners to strive towards the best possible educational outcomes for our cared for children; teachers, who work directly with schools and carers for children across the education stages and who can provide signposting, advice and support to carers for children and their fostering families; other professionals who have skills and expertise in the impact of trauma and attachment needs on a carer for child's ability to engage in learning and who can also be a beneficial source of support and advice for fostering families.

Torbay Fostering Service recognises the value of education and attendance for every carer for child and the links education has to other elements of a carer for child's care plan. Working together with the Virtual School, and across Children's Services, we strive towards a cohesive and holistic joint working approach, with the Virtual School as key contributors of the care planning process.

Torbay Fostering Service have an expectation that holidays will not be taken in term time and that children are not routinely taken out of school, unless in exceptional circumstances and certainly not as a rule.

Foster carers are expected to attend and contribute to Personal Education Planning Meetings with children and young people and, where appropriate, the supervising social worker will also attend. These meetings explore what additional support or resources a carer for child may need to achieve the best possible educational outcomes, in line with their identified needs.

15. Provision of Leisure, Sport, Cultural and Religious Activity

Throughout the training and supervision provided to fostering families, the importance of leisure provision is highlighted; fostering families are expected to seek out and support carer for children and young people, to engage in activities and experiences which enhance their sense of identity, self-worth and self-esteem, social interaction and independence.

As corporate parents, Torbay are consistently seeking ways to support fostering families to make use of local leisure activities. This has in the past included free access to local attractions, events and provisions. Torbay Council are committed to developing a corporate parenting offer to our fostering families and the carer for children they look after. There are ongoing communication with local businesses and other organisations, to secure a range of benefits, offers and retail discounts for foster carers and their families.

Information on community play schemes, events, clubs and activities during holidays are provided to carers on a regular basis.

Honouring, upholding and promoting the religious and cultural beliefs and customs of a carer for child or young person is incredibly in terms of their identity formation and understanding of their life story. We ensure that information is available to provide understanding of different cultures and religions. If support is needed to enable a fostering family to ensure that carer for young people are able to practice their beliefs and customs, this will be provided by the service.

16. Care experienced provision

The Carer For Children social work teams work closely with the Fostering Service and other professionals to provide an integrated approach to meeting young people's needs. In addition, every carer for young person is allocated a Personal Advisor from the Care Experienced Team from the age of sixteen, to support during the crucial transition phase and ensure that the young person is enabled to develop a relationship as early as possible with the named Personal Advisor who will support them following transition to adulthood.

Torbay are committed to supporting cared for young people to remain in their foster placement post-eighteen, if this is in line with their assessed needs and the young person and carer's wishes and feelings.

The 'Local Offer for Care Experienced Young People and Adults' details all of the support a previously cared for child will benefit from once they reach the age of eighteen.

17. Consultation and Participation

Torbay Fostering Service value the views, ideas and feed back of all of our fostering families and all of our cared for children and young people and their families. It is important to Torbay that not only do we regularly seek the voice of our fostering families and cared for children, but that we also ensure we are clear about how we act on this consultation and participation.

Foster carers can share their views about any aspect of the service through formal consultation meetings, in support groups, or individually during their supervision or during the annual review of approval process. In addition, the Head of Service for Regulated Services now meets regularly with a group of foster carers, with the Fostering Team Manager, to discuss certain issues and topics which are relevant to our fostering community.

Children are formally consulted about their placements during their reviews and their foster carer's annual review of approval and through the direct work undertaken by their allocated social worker and the fostering supervising social worker.

Feedback from fostering families

Fostering Families said: "There is a lack of variation and flexibility in terms of the foster carer training offer".

We have:

- Confirmed the First Aid Training Offer.
- Met with the Children with Disabilities Team and devised a schedule of webinars and training relating to the care of children with additional needs.
- Approached foster carers, as experts in their practice, to consider their involvement in offering training for our fostering families.

We are going to:

- Continue to explore a more flexible and varied training offer, with the right balance of external and internal trainers.
- Provide training which is in webinar or recorded form, and therefore can be access on multiple occasions at times suitable for fostering families.
- Consider, in line with the continued professional development of foster carers, specific training which meets their developmental needs.

Fostering Families said: "Historically, there has been a lack of consistent communication from senior managers; there needs to be more in the way of participation work, in order that improvements to the service are based on the voice of the fostering community."

We have:

- Ensured that key information has been communicated to fostering families through the use of the group email format. This has included key updates relating to the change in the payment run following the migration to Liquid Logic.

- The Head of Service has written a number of formal thank you letters to foster carers, recognising the impact of their work.
- Created a monthly participation group with a number of foster carers and the Fostering Support Team Manager.
- Created a Communications document, which lists the key contact details for all managers across Regulated Services; this has been sent to all of our fostering families.

We are going to:

- Create a schedule of surveys which are used to collate the views of fostering families throughout the year and in line with improvement planning.
- Write a monthly HOS email with key updates and celebratory good news stories.

Fostering Families said: "There has historically been no way of knowing when a child is matched long term to carers; we would like to be able to celebrate these moments with the children we care for."

We have:

- Created a Long Term Match Tracker, to ensure there is senior management oversight of those matched long term, and those who are likely to be matched long term in the next twelve months.
- Every child who is matched long term now receives a personalised letter from the Head of Service.

We are going to:

- The Design Team are working on a certificate. Once this has been created, every child who is long term matched (no matter when this match was made) will receive one; every child who is matched from now on will receive one with their personalised letter.

Participation and consultation with children

The Circle, Cared For Community and the Pledge:



The Circle is our new name for the Young People in Care Council; the Cared For Community is a group of cared for children and young people, who meet regularly and who inform ongoing service improvements.

The Pledge for Cared and Care experienced young people has been signed off by the Local Authority having been taken to the Operational Scrutiny Board and then a member of The Circle and a care experienced student who took this to the Council.

The Launch of the Pledge took place on the 1st June 2021, and involved a radio recording using the Boom Bus from Sound Communities, with invited guests from the Corporate Parenting Board.

The Circle took part in a Language that Cares half term project where they were interviewed about their thoughts about certain language used in their care journey; this will go towards their own film later in the summer. This film has now been shared with the Corporate Parenting Board, social workers, Team Managers and fostering families [<https://youtu.be/orMW-sUrygw>].

The Circle also took part in a session with the Director of Children's Services reviewing their Language that Cares work and adding more detail to the Project.

This work has been directly fed into a review of the Restorative Language Framework which is place across Children's Services, and focuses in on the point of our young people, as made in their film, that children should have a say in respect of the language being used to talk to and about them. In addition, the Cared for Community is involved in current participation work in relation to Cared For review paperwork, with the Independent Reviewing Officers.

Head of Service Participation

The Head of Service meets with two cared for children on a monthly basis, to discuss with them their views, and their perspective on being a cared for children, and a child with involvement from social care. These meetings are then fed into an ongoing participation feedback loop, with the notes and learning shared across Children's Services, with specific actions arising from each meeting.

Bright Spots Survey

From April 2021 to June 2021, Torbay worked with Coram BAAF in respect of a survey of four to eleven year old cared for children.

Some of the key findings, relating to the placements offered by our fostering families and other providers, are included below.



- **Feeling safe:** 99% of children and young people aged 4-18 in Torbay always felt safe where they lived.



- **Feeling settled:** Significantly more young people (95%) aged 11-18 in Torbay felt settled where they live, compared to young people (78%) looked after in other local authorities.



- **Having fun & hobbies:** 100% of children aged 4-11 in Torbay reported that they got to have fun and take part in hobbies or activities outside of school.



- **Liking bedrooms:** 100% of children aged 4-7yrs and young people aged 11-18yrs liked their bedroom.

Relationships with carers



- **Trust:** 100% of children aged 4-11 and 97% of young people aged 11-18 in Torbay trusted the adults they live with.



- **Support for learning:** 100% of children aged 8-11 and young people aged 11-18 in Torbay reported that the adults they live with showed an interest in their education.



- **Sensitive parenting:** 100% of young people aged 11-18yrs felt that their carers noticed how they were feeling.



- **Sharing confidences:** 72.5% of young people talked regularly with their carers about things that mattered to them – higher than both the general population and the average for other LAs.



- **Being trusted:** 100% of young people in Torbay thought they were given opportunities to show they could be trusted.

18. Complaints and Representations

Torbay Fostering Service take complaints very seriously and aim to deal with complaints in a timely manner.

We aim to provide the best possible support and care for children and young people, their families and out fostering families wherever possible and we believe that everyone has the right to express their views and raise concerns. We also believe that these views and concerns should continue to shape and improve the service we deliver.

Wherever possible, Torbay Fostering Service aim to manage complaints informally and resolve concerns at this stage. When this is not possible, the formal complaints procedure is triggered.

The Complaints Policy gives clear timescales and areas of responsibility and can be access through this link: [Complain about Children's Social Care - Torbay Council](#)

19. Allegations

All allegations in relation to foster carers are investigated and actioned through Torbay Safeguarding and Reviewing Service, reporting to the Local Authority Designated Officer (LADO) on behalf of the Torbay Safeguarding Children's Board under the procedures for Investigating Allegations against Adults Caring for Children.

The Torbay Safeguarding policies and procedures are followed.

Foster carers are offered independent support as outlined above in the Support and Supervision section of this Statement.

More information can be found in Torbay's procedure manual: [Allegations Against Foster Carers \(proceduresonline.com\)](#)

20. Monitoring performance

Torbay Fostering Service aim to provide the best possible care for children and maintain high standards in respect of children's care. In order to ensure that this is consistently achieved, Torbay have rigorous and comprehensive quality assurance frameworks in place, with audit activity across Children's Services taking place regularly.

The Fostering Service routinely provides reports in respect of the profile of the cared for children cohort and their placement types, information relating to vacancies and investigations, recruitment activity and performance, staffing considerations, training and development, service outcomes and aims and any other information relating to the performance of the service and the wellbeing of our fostering families and our cared for children.

Themes and patterns arising from Fostering Panels are tracked and monitored, with specific actions arising from any consistent areas for development.

Compliance with policies and procedures is monitored by managers in supervision and audit and dip sample activity. All staff receive regular supervision, the frequency agreed according to their role, experience and need.

The performance of the service is also monitored by Ofsted inspections, the Corporate Parenting Board, the Sufficiency Board, the Children's Operational Board, the Overview and Scrutiny Board and the senior leadership team.

Areas of key quality assurance focus for the Torbay Fostering Service are:

*The numbers of cared for children, in relation to their plan of permanence.

*Placement stability, with a key focus on minimising disruption for cared for children and enhancing placement stability which involves monitoring the number of placement changes for cared for children.

*Placement sufficiency and the recruitment of new fostering families.

*Compliance, including foster carer training, DBC checks, timely Annual Reviews and fulfilment of basic training requirements.

- *Timely and quality foster carer supervision.
- *Purposeful and comprehensive placement planning meetings.
- *The use of placement support and stability meetings.

21. Contact details

Ensuring good quality communication

We know that sometimes it can be difficult for our fostering families to know who to contact; this may be because a social worker is off unwell, or is engaged in other duties or has left the Local Authority. We also know that this can feel very frustrating for our fostering families, especially when they are key areas to discuss about the children they are caring for.

If you ever need to speak to anyone about a child, below is a list of useful contacts within Children's Services, who will be able to answer your question, confirm information about the allocated worker for a child and point you in the right direction of the person or people you need to speak to.

**Kelly Gosney: Head of Service, Regulated Services, 07795 603 128,
Kelly.gosney@torbay.gov.uk**

OFSTED Contact Details

Ofsted
Piccadilly Gate
Store Street
Manchester M1 2WD
Tel: 0300 123 1231
email: enquiries@ofsted.gov.uk
website: www.ofsted.gov.uk

22. Fostering Family Charter

Torbay fully recognise the role of teamwork in promoting the best possible outcomes for a child. As such, using the principles of the Fostering Network's foster carer charters, Torbay have developed their own service-specific version which is outlined below.

Torbay Fostering Service: Fostering Family Charter

Roles and commitments: this is what we can expect from each other. This charter represents a commitment and a promise between everyone, to work in partnership in the best interests of the children we care for.

The role of the corporate parent:

Torbay want to be corporate parents who:

- love and care for their children and want to support them to be the very best they can be.
- demonstrate this love and care by taking an active interest in children's achievements and life events.
- act in the best interests of children and young people at all times and make decisions which help them to achieve the best outcomes they can.
- seek and value the views of children and young people, and act on them.
- oversee and challenge the level of support children receive in terms of their health, wellbeing, education, aspirations, accommodation and preparation for independence.
- Ensure that children and young people are safe and achieve stability in terms of their home environments and experiences, their connections and relationships and their educational or employment.
- ensure children and young people have access to effective and high quality services to meet their needs.
- **whose Officers and Members across the Council think firstly about cared for and care experienced children and young people in respect of every decision they make, in order to improve the Corporate Parenting Offer.**

The role of Torbay's fostering service:

Torbay Fostering Service want to:

- provide stable and high quality homes for cared for children, in which they feel loved, valued and nurtured.
- continue to recruit, train and approve a diverse range of fostering families who are able to meet the needs of our cared for children.
- Listen to our fostering families, and tailor the service they receive to meet their needs.
- Deliver quality support to our fostering families, to support them in meeting the needs of our cared for children.

The role of the fostering family:

We want our fostering families, with our support, to be able to:

- Build and maintain positive and nurturing relationship with the children they care for.
- Provide a stable and loving home for the children they care for.
- Understand and recognise the experiences of cared for children and how this may impact on their presentation, behaviour and their needs.
- Work with professionals to achieve the very best possible outcomes for the children they care for.
- Support cared for children and young people to have ambition.
- Prepare cared for children and young people to for the realities and challenges of independence.

What fostering families and the fostering service can expect from the corporate parent:

The Corporate Parent commits to:

- Providing the most appropriate and beneficial support to our fostering families.
- Listen to our fostering families and act on their feedback.
- Respect foster carers as professionals in their own right, who are often the expert in terms of an understanding of a cared for child's needs.
- Ensure that foster carers are appropriately and routinely consulted about key changes to policy, procedure or service delivery.
- Invite foster carers to all relevant meetings concerning the child they care for and involve them as much as possible in decision-making.
- Try to make our fostering families feel like the integral part of the service that they are, and as part of the professional team working towards best outcomes for the child.
- Be mindful of the fostering family and their own rights.
- Share all relevant and necessary information with a fostering family caring for a child; this should be in written format where possible prior to a placement being made.
- Ensure that children placed with a fostering family have an up-to-date care plan which is shared with foster carers in a timely manner.
- Work with fostering families to ensure that delegated authority is considered and implemented in a way which promotes a sense of belonging within the fostering family home and does not contribute to a feeling of 'otherness' or 'difference' for the cared for child.
- Discuss with fostering families the language they would like to be used when talking to them or writing about their work.
- Be clear about the expectations and boundaries of the role, including decisions which fostering families cannot make without the involvement and input of the Corporate Parent.
- Respond in a timely way to any queries or questions fostering families may have.
- Ensure that fostering families feel part of the corporate parenting structure and decision-making process where possible.
- Communicate openly and transparently.

What fostering families can expect from the fostering service:

Torbay Fostering Service commit to:

- Respect foster carers as professionals in their own right, who are often the expert in terms of an understanding of a cared for child's needs.
- Invite foster carers to all relevant meetings concerning the child they care for and involve them as much as possible in decision-making.
- Ensure that the service is statutorily compliant with Fostering Regulations and guidance.
- Treat foster carers as colleagues and as a critical part of the team around the cared for child.
- Be mindful of the fostering family and their own rights.
- Share all relevant and necessary information with a fostering family caring for a child; this should be in written format where possible prior to a placement being made.
- Make sure that fostering families have access to support and guidance at all times.
- Provide foster carers with important information, including matters relating to finance such as tax, allowance and any additional entitlements.
- Provide access to a Fostering Handbook and the Torbay Children's Services Procedures Manual.
- Support fostering families through the assessment, approval and review process and provide training opportunities which meet the needs of our fostering families.
- Ensure that fostering families have a bespoke annual training plan.
- Listen to fostering families when they request additional support and think creatively about how this support can be provided.
- Ensure that foster carers have regular, high quality supervision.
- Communicate openly and transparently.
- Give honest and open feedback, which supports fostering families to improve their practice.
- Ensure that foster carers allowances, expenses and other financial costs are paid in a timely manner.
- Provide opportunities for fostering families to meet together and share their experiences and good practice.
- Support fostering families in respect of the implications of family time arrangements.
- Explore with fostering families their wishes and feelings in terms of professional development and support them to access what they need to achieve these goals.
- Discuss and consult with fostering families about any proposed changes to the service.
- Ensure that fostering families have the right support when dealing with allegations.
- Meet with and speak to fostering families about their views of the service and consult them in respect of service development planning and action.
- Recognise and thank fostering families for the work that they do on a routine basis.
- Celebrate achievements and progress with fostering families.

What the corporate parent and fostering service can expect from the fostering families:

Fostering families commit to:

- Communicate openly and transparently with the Corporate Parent and the Fostering Service.
- Meet the standards as set out in the Fostering Regulations and guidance.
- Adhere to Torbay's policies and procedures.
- Be proactive in reporting any changes in family circumstances to the service.
- Seek timely advice in relation to any factor which may influence our ability to fulfil the fostering role.
- Be honest with the service about any challenge or difficulties we may experience.
- Maintain a focus on the child at all times and do all we can to build and maintain a positive and nurturing relationship with the child.
- Report any concerns relating to the child to the appropriate professional.
- Advocate on behalf of the child and promote their wishes and feelings.
- Recognise our importance to the child, and maintain a relationship where possible when a child moves on.
- Appreciate, value and uphold a child's sense of who they are and respect their identity needs, including their ethnicity, religious beliefs and their linguistic and cultural heritage.
- Promote an equitable expectation in terms of the child's safety, wellbeing and happiness as we would for our own child.
- Support the child to develop their decision-making capacity in line with their age, understanding and needs.
- Try as best as possible to stand by the child, and demonstrate to the child that they are there for them, no matter what.
- Encourage the child to engage in opportunities for participation and feedback.
- Provide children with the most positive experience of family life and work with all involved professionals and agencies to achieve the best outcomes for the children being cared for.
- Contribute to key meetings about the children we care for.
- Understand the importance of a cared for child's birth family and their family relationships and work with the service and other professionals to ensure cared for children have positive, consistent, safe and meaningful family time with those important to them.
- Recognise the value of a cared for child's life story and actively support the development of their understanding of this.
- Be open and willing to engage in training and professional development opportunities through our fostering career.
- Attend relevant training opportunities.
- Engage in and contribute to support groups.

Signed (Corporate Parent) :

Signed (Fostering Service):

Signed (Fostering Family):

Meeting: Cabinet **Date:** 30th August 2022

Wards affected: All

Report Title: Local Authority Designated Officer (LADO) Annual Report

When does the decision need to be implemented? For information

Cabinet Member Contact Details: Councillor Cordelia Law. Cabinet Member for Children's Services. cordelia.law@torbay.gov.uk

Director/Divisional Director Contact Details: Becky Thompson, Divisional Director of Safeguarding (Children's Services), 01803 208 100, becky.thompson@torbay.gov.uk.

1. Purpose of Report

- 1.1 The Local Authority Designated Officer (LADO) Annual Report provides an overview of allegations referred to the LADO regarding people in a position of trust working or volunteering with children in the Torbay locality. It summarises the statutory role of the LADO and both the national and regional context of the role, the number of consultations and referrals, a breakdown of the types of allegations and the profile of the LADO's work from 1st April 2021 to 31st March 2022.

2. Reason for Proposal and its benefits

- 2.1 Whilst there is not a statutory requirement for each Local Authority to produce and publish an Annual Report in respect of the work of the LADO, there is an expectation that one is completed to inform both the local authority and partner agencies of the number and nature of contacts over the period and to identify trends and learning from the data to inform any local action plans.

- 2.2 The information within this report help us to deliver our ambition for Torbay to become child-friendly in every sense of its meaning, whereby the community and key partners are aware of their duty to consult and refer to the LADO service when safeguarding concerns about those in a position of trust become known. The nature of the LADO role, as set out within Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2021 (KCSIE), is such that it forms an integral part of the safeguarding response to children, and therefore fits with Torbay’s ambition to ensure enhanced and robust response to vulnerable groups, with children often being especially vulnerable. This is particularly the case in regards to Torbay’s corporate parenting responsibilities, especially when we considered that 85 consultations were undertaken in relation to cared for children in the 2021-22 year.

3. Recommendation(s) / Proposed Decision

1. That the Local Authority Designated Officer Annual Report 2021-22 be endorsed and published in accordance with Council’s requirements, as set out in Appendix 1.

Appendices

Appendix 1: LADO Annual Report 2021/22.

Background Documents

[About the LADO - Torbay Council](#)

[Managing allegations - Torbay Safeguarding Children Partnership](#)

Supporting Information

1. Introduction

- 1.2 The LADO Annual Report provides an overview of allegations referred to the LADO regarding people in a position of trust working or volunteering with children in the Torbay locality. It summarises the statutory role of the LADO and both the national and regional context of the role, the number of consultations and referrals, a breakdown of the types of allegations and the profile of the LADO's work from 1st April 2021 to 31st March 2022.

2. Options under consideration

- 2.1 No options have been considered as this proposal is for information only.

3. Financial Opportunities and Implications

- 3.1 The LADO Annual Report does not make recommendations in terms of any changes to the current service or staffing structure and therefore the decision to endorse does not carry with it any financial implications.

4. Legal Implications

- 4.1 The role of the LADO and the LADO's responsibilities remain set out in Working Together to Safeguarding Children 2018, Keeping Children Safe in Education 2021 (KCSIE) and the Southwest Child Protection Procedures. There are no legal implications as a result of the decision to endorse this Annual Report.

5. Engagement and Consultation

- 5.1 The nature of the LADO role is such that engagement and consultation occurs naturally as an integral part of the role. The Torbay LADO continues to take an active role in the regional Southwest LADO network meetings, to share learning and improvement. Close informal arrangements also include peer observations and audits, to support service-led improvement and strengthen effective cross-boundary working.
- 5.2 The LADO also continues to deliver training to a wide range of agencies across Torbay. This training includes an overview of the LADO role, and the process of managing allegations.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 The endorsement of this Report does not involve the procurement of services, the provision of services together with the purchase or hire of goods or the carrying out of works.

7. Tackling Climate Change

- 7.1 None.

8. Associated Risks

- 8.1 There are no associated risk with endorsing this Annual Report. Should the Report not be endorsed, there will be no change to the function of the LADO as this is set out within relevant legislation and policy; however, the Report would not be published and this may impact on the ability of partners and other agencies to learn from the patterns and trends identified within the report.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The LADO service ensures that children are safeguarded from people in a position of trust appropriately.	N/A	N/A
People with caring Responsibilities	Enhanced confidence in the safeguarding procedures in place through people in a position of trust and services/providers.	N/A	N/A
People with a disability	The LADO service ensures that children are safeguarded from people in a position of trust appropriately.	N/A	N/A
Women or men	N/A	N/A	There is no differential impact.
People who are black or from a minority ethnic background (BME) (Please note	The LADO service ensures that children of all ethnic backgrounds are safeguarded from	N/A	N/A

Gypsies / Roma are within this community)	people in a position of trust appropriately.		
Religion or belief (including lack of belief)	N/A	N/A	There is no differential impact.
People who are lesbian, gay or bisexual	The LADO service ensures that children, no matter their gender identity, are safeguarded from people in a position of trust appropriately.	N/A	N/A
People who are transgendered	The LADO service ensures that children, no matter their gender identity, are safeguarded from people in a position of trust appropriately.	N/A	N/A
People who are in a marriage or civil partnership	N/A	N/A	There is no differential impact.
Women who are pregnant / on maternity leave	N/A	N/A	There is no differential impact.
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The LADO service ensures that children, no matter their no socio-economic status, are safeguarded from people in a position of trust appropriately.	N/A	N/A
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The role of the LADO ensures the physical, emotional and sexual safety of the children living in and supported by Torbay; as such, its integral safeguarding function has a positive impact on the general health of children and young people.	N/A	N/A

10. Cumulative Council Impact

10.1 None.

11. Cumulative Community Impacts

11.1 None.

TORBAY COUNCIL

Torbay Council

Local Authority Designated Officer

Annual Report

April 2021 to March 2022

Version Control

18 July 2022	LADO REPORT 2022 Draft Version

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1. Introduction

This report summarises the work of Torbay Local Authority Designated Officer (LADO) for April 2021 to March 2022.

Working with statutory agencies, Children's Social Care and the Police, it is the responsibility of the LADO to manage and oversee the processes to deal with allegations of abuse against a person working with children and young people in positions of trust.

This report provides an overview of allegations referred to the LADO regarding a person in a position of trust working or volunteering with children in the Torbay area.

2. The statutory role of the LADO and national context

The Local Authority Designated Officer (LADO) responsibilities are set out in Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2021 (KCSIE).

'Working Together to Safeguard Children' and 'Keeping Children Safe in Education' are available on the links below:

[Working together to safeguard children - GOV.UK \(www.gov.uk\)](http://www.gov.uk)
[Keeping children safe in education - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

For all other organisations, the procedure falls within the Southwest Child Protection Procedures:

https://torbaychildcare.proceduresonline.com/local_resources.html

The key aspects of the LADO role include the following responsibilities:

- To coordinate the safeguarding and investigative process in response to allegations made against people working with children.
- To provide advice/guidance to employers or voluntary organisations.
- To consult with Police and other agencies including Ofsted and professional bodies such as the General Medical Council and the General Teaching Council.
- To monitor the progress of referrals to ensure they are dealt with as quickly as possible, consistent with a thorough and fair process.
- To resolve any inter-agency issues.
- To collect strategic data and maintain a confidential database in relation to allegations.
- To disseminate learning from LADO enquiries throughout the children's workforce.
- To ensure that measures are in place to prevent further harm or abuse and that where required, referrals are made to the appropriate Social Care team.

The LADO should be alerted to all cases in which it is alleged that a person who works with children has:

- Behaved in a way that has harmed, or may have harmed, a child
- Possibly committed a criminal offence against children, or related to a child
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children; or
- Behaved or may have behaved in a way that indicates they may not be suitable to work with children.

(Please note - the last bullet point above includes behaviour that may have happened outside of a person's work, which might make an individual unsuitable to work with children; this is known as transferable risk.)

3. Regional context

The LADO continues to take an active role in the regional Southwest LADO network and attends meetings to share learning and improvement.

Close informal arrangements with the regional LADO network include peer observations and audits and continued regular network meetings to support service-led improvement and strengthen effective cross-boundary working. The LADOs are consistent and complies with statutory guidance and the Southwest Child Protection Procedures. Additionally, the forum is used to share information, best practice and lessons learnt from each other's professional experiences as well as learning from serious case reviews. This forum enables the identification of training needs and input into policy development at a local and national level.

4. Service structure and staffing

In Torbay, the LADO service consists of one Full Time Employment post and sits within the Safeguarding and Reviewing Service (SARS).

The Safeguarding and Quality Assurance Service Business Support Officer provides administrative support. Their role includes:

- maintaining an up-to-date database, including consultations and referrals.
- arranging LADO meetings and reviews.
- maintaining contact with partner agencies when necessary.
- distributing LADO minutes securely; and
- tracking and follow up of agreed actions

5. Numbers of Consultations and Referrals

Referrals

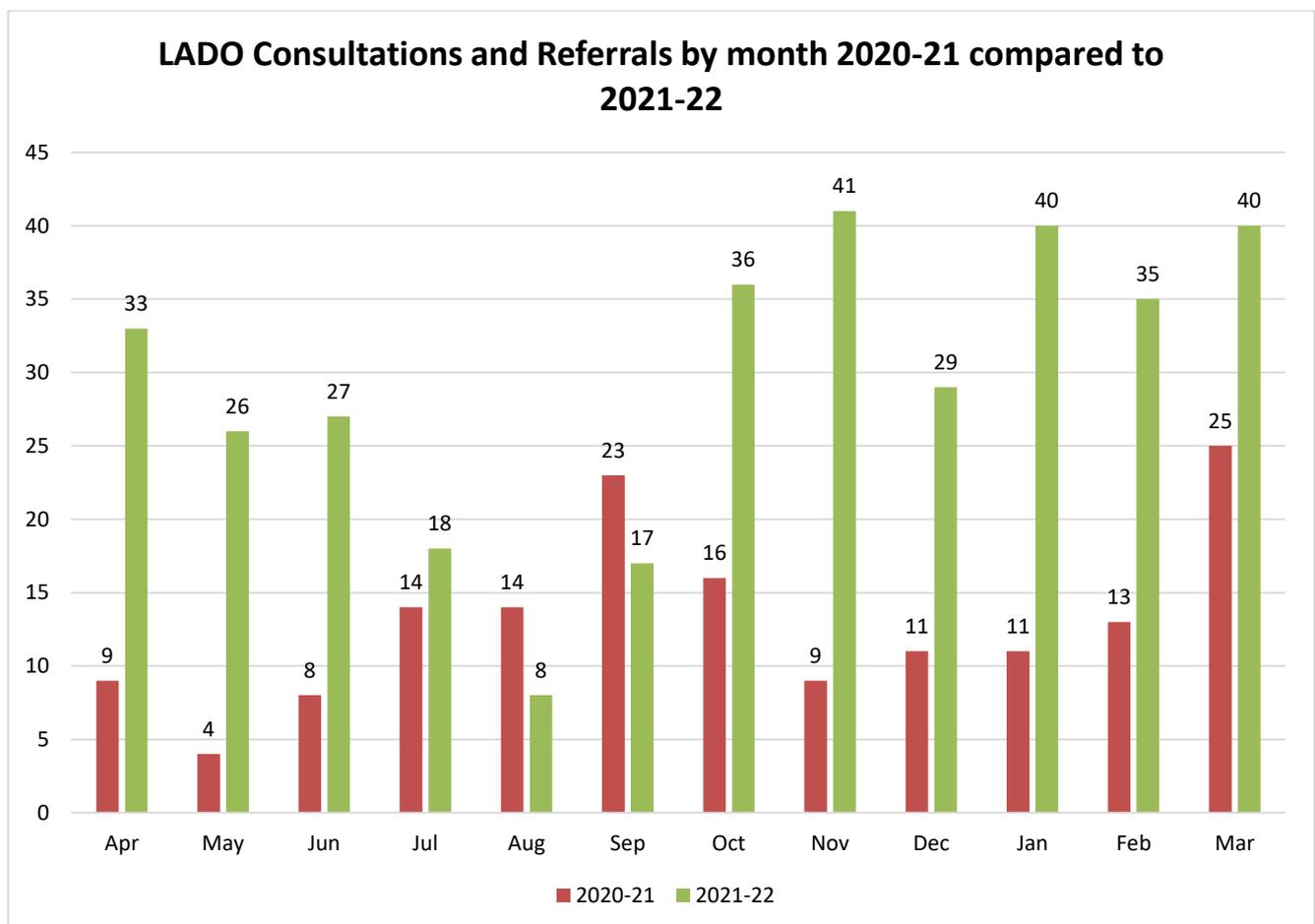
The LADO receives enquiries from a range of sources and most of these come in the form of a Consultation or Referral.

All Consultations and Referrals are recorded on a spreadsheet and on the LADO database. Torbay have used Liquidlogic as a data system since June 2021.

Consultations and Referrals.

- April 2020 to March 2021: the data system recorded that the LADO received 157 consultations. 27 of these met LADO threshold and progressed to an Allegation Management Meeting.
- April 2021 to March 2022: the data system recorded that the LADO received 350 consultations. 53 of these met LADO threshold and progressed to Allegation Management Meeting.

The chart below illustrates the comparisons of LADO Consultations and Referrals received for the periods 2020-21 and 2021-22:



The LADO completed 350 consultations during this year, compared to 157 last year.

April 2021 to March 2022:

A high volume of consultations during this period related to allegations made against education staff. These came from a combination of:

Early Years	Schools/Academies	Total
29	142	171

Early Years: Consultations come from Early Years settings and OFSTED. Early Years providers notify the LADO of any serious accident or injury to a child or allegation from a child whilst in their care.

The effect of the pandemic on the children's workforce are evident and may have contributed to the increase in allegations against people in positions of trust. It was clear that many agencies were working hard to respond to these challenges in the workplace. The data shows a slight drop in numbers from 23 in September 2020 compared to 17 in September 2021. Coincidentally, in September 2021, KCSIE introduced changes to legislation for clarification on what constitutes a concern and what to report. The figures may be related to agencies familiarising themselves with changes in how to manage lower-level concerns.

The figures from September 2021 onwards saw a sharp rise. This may be related to a combination of challenges in the recovery from the pandemic and changes in legislation which in turn led to an increase in the reporting of allegations. This combined with staff absence due to Covid may have been an issue, making it more difficult to recruit staff and therefore placing more stress on the workforce.

KCSIE 2021 highlight that a low-level concern is any concern that a person in position of trust has acted in a way that:

- Is inconsistent with staff code of conduct, including inappropriate conduct outside of work.
- Does not meet the threshold of harm and is not considered serious enough for the agencies to refer to the LADO.

We need to consider that the number of consultations may be due to organisations seeking clarity as to whether or not the alleged incident meets the harm threshold to trigger the managing allegations procedure.

The trend of consultations being lower when there are school holidays, for example Easter, Half term, continues. Following the return of schools in September, the Autumn months were typically higher in terms of consultations and referrals than the preceding months of April to August 2021.

The LADO ensures that all consultations are recorded as it depicts a potential pattern of behaviour of a person in a position of trust. Regardless of whether the threshold is met, each consultation generates a considerable amount of work to assess, research (including seeking additional information), and record. All correspondence, evaluation, decision making, and actions taken are recorded in detail for each matter.

During the period of 2021-22, the number of consultations /referrals the LADO recorded in total equated to 350, compared to 157 in 2019/20. This is an increase amounting to 193 overall. This identifies the sharp increase in activity, identifying that organisations are seeking more advice and guidance in relation to wider organisational safeguarding issues.

The addition of the fourth Criteria in 2020 and the further addition in 2021 in Keeping Children Safe In Education regarding lower-level concerns and the impact of the LADO awareness training may account for this increase.

- September 2021 to March 2022 reports of 238 consultations being held compared to 108 for that same period the previous year (2019-20).

Anecdotally, many of the consultations received may be attributed to the referrer lacking the confidence to determine if any of the criteria are met and / or wishing to have an audit trail of consultation with the LADO to satisfy expectations by regulatory bodies. Also, Torbay encourage that a chronology of low levels concerns on an adult is kept.

In-House Foster Carers	Independent Fostering Agencies	Independent Residential Setting	Total
32	20	33	85

The data shows that 85 of the consultations related to cared for children. A comparison of the previous year was recorded as 49. Research would suggest that children in care are of the higher risk of being victims of abuse and neglect. It is therefore sometimes anticipated that the volume of Consultations and Referrals from this part of the children’s workforce may be high.

During 2020-21, the LADO has delivered awareness training to residential providers and Foster Carers and also met with agencies for learning reviews.

The majority of consultations were in relation to allegations of physical abuse followed by neglect. The LADO found that a number of allegations had been made after the child has left placement or when there were times of instability, for example when there were ongoing court proceedings.

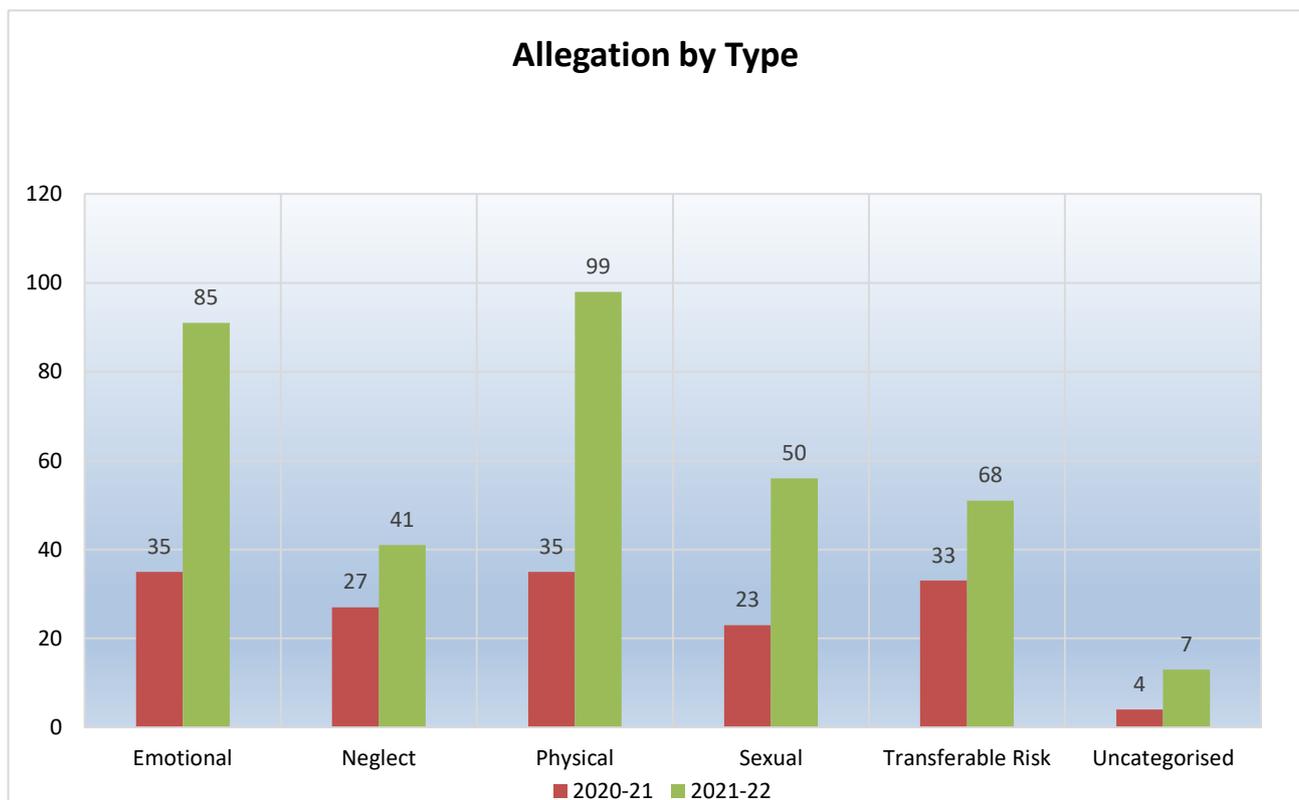
Further work is needed to understand the reason these figures are so high.

All information held by the LADO Service is compliant with Data Protection Act (2018) and General Data Protection Regulations (GDPR). Information is retained in accordance with the Council's retention policy.

6. Profile of work

There has been an improvement in the way LADO records the proportion of consultations and referrals. In this reporting period, the LADO has completed 350 consultations. The period the previous year recorded 157.

Type of Referrals



The type of concerns referred to the LADO varies widely.

Types of Allegations

Emotional Harm:

There has been a considerable increase in incidences involving emotional / verbal harm from 35 in 2020-21 to 85 in 2021-2022.

Neglect:

The trend of a yearly incremental increase in neglect/inappropriate behaviour continues. Data shows that 2020-21 records 27 compared to an increase to 41 in 2021-22.

Physical Harm:

The trend over the last two years indicates a higher proportion of consultations overall about physical concerns recorded at 99 and this would mirror practice experience of a high proportion of education consultations relating to physical handling/restraint. The previous year recorded as 35.

Since we began collating figures on LADO physical abuse has remained the highest reported category given this may be as it is the most easily identifiable of the abuse category.

Sexual Harm:

For the category sexual abuse there is an increase in the number of consultations. Last year (2020 – 2021) this figure showed 23 compared to this year (2021 – 2022) recorded at 50.

Transferable risk:

The LADO harm threshold test was introduced in line statutory guidance in 2020, (Keeping Children Safe in Education and Working Together): Behaved or may have behaved in a way that indicates they may not be suitable to work with children’.

The suitability criteria is to take account of situations where a person’s behaviour outside a work context (i.e., school) may suggest ‘transferable risk.’ It allows for a degree of interpretation that may not easily be defensible to qualify. The fourth additional criteria of suitability will apply in situation as follows (please be aware the examples below is not a definitive list):

- Mental health
- Domestic abuse
- Offences against adults
- Substance misuse

We appreciate that the fourth criteria may be confusing for some practitioners and to support practitioners and the LADO around the new Criteria. This has increased the scope of behaviours that will fall under the Allegation Management process managed by LADO and as a consequence there has been an increase in workload within the service since November 2020. It has as result seen a significant increase in the number of consultations requests related to suitability issues.

During 2020- 2021 there were 33 consultations that related to transferable risk. This has increased this year to 68.

The uncategorised section relates to behaviour/conduct.

Children in a Position OF Trust:

An adult who is working or volunteering with children or coming into contact with children through work on a regular basis would be seen as being in a Position Of Trust. In addition, this would also apply to someone under 18 in the same position e.g. a 17-year-old teaching a musical instrument or instructing a group. The role of the LADO goes beyond that of regulated activity as defined by the DBS.

For the period of 2021-22, the LADO was consulted four times regarding person(s) under the age of 18 who were in Positions Of Trust. All of which related to concerns under the category of sexual abuse.

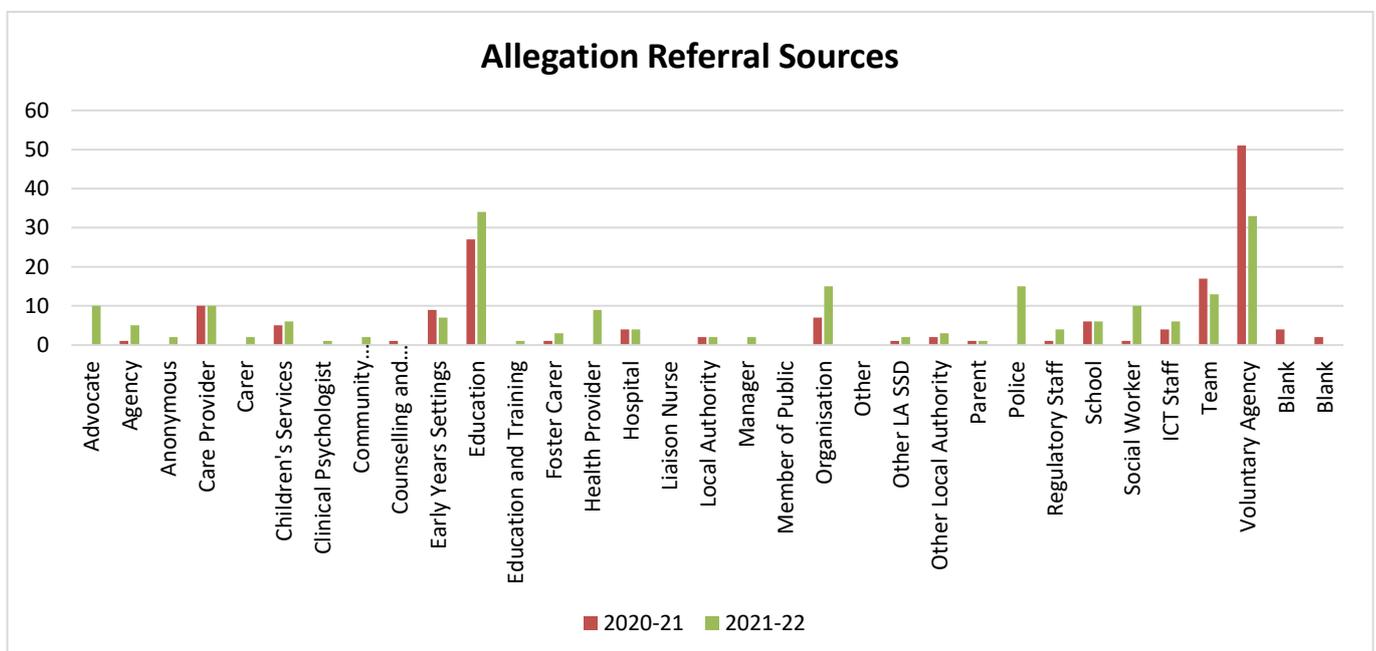
Open Referrals:

The number of open referrals is currently 60. Within these numbers, there are allegations that are open investigations to Fostering, Police and Education.

Outcomes will be recorded following the completion of a police investigation which may mean that some cases are kept open on the LADO database without a timescale.

In relation to investigations in respect of Foster carers, Torbay Council has a timescale for 'internal investigations' to be completed within 21 days. If the allegations are substantiated or unsubstantiated these must then be presented to Fostering Panel.

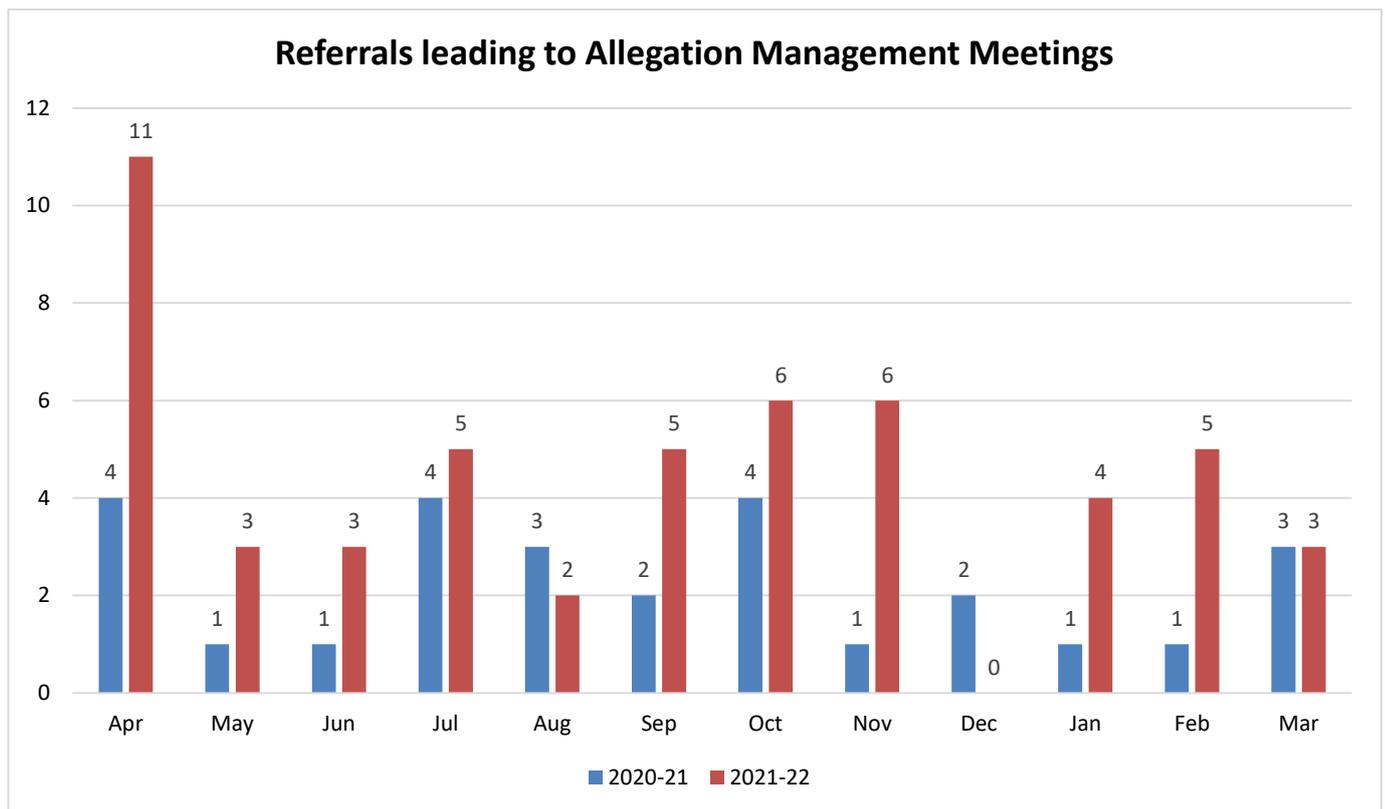
Referral Source and Subject



During 2021 – 2022, the LADO received 139 consultations from Children’s Services compared to the same sector referring into LADO a total of 80 times the previous year. This could be due to the fact that the role of the LADO is now better understood within the Council.

In 2021-22, the source and subject of consultations and referrals continue to be heavily weighted towards education with 99 Consultations compared to 2020-21 recorded at 40.

LADO consultations



Of the total consultations received: 350.

This category is further broken down into the following:

- Progressed to LADO: 53 Allegations Management Meetings compared to previous year which was recorded at 27
- Does Not Meet LADO Threshold: 208
- Transferred (to another LADO): 13 compared to previous year recorded as 3
- Does Not work with child: 16
- Refer to Adults: 5
- Pending outcome: 55

The high numbers of consultations, including those not meeting the threshold, continues to create capacity issues. Each notification requires considerable administrative

processing e.g. logging on databases, and evaluation of the information. The time devoted to this can be extensive including the need to collate and clarify information received before determining if the criteria is met.

One contributory factor to this high number is the requirement by Ofsted on regulatory settings to send consultations on all incidences involving inappropriate behaviour by staff. Furthermore, there has been an increase in the reporting of lower-level concerns following changes in legislation and the impact of the LADO awareness training.

For instance, when an allegation is made following an incident of physical restraint where it is the judgement of the care provider that the staff member has legitimately intervened and acted in accordance with policy, procedure, and training requirements, increasingly consultations are identifying transferable risks in which the behaviour of a professional in their private life may indicate they pose a risk of harm in their role e.g., incidences of domestic abuse.

This type of consultation is likely to increase with the introduction of the fourth criteria - 'behaved or may have behaved in a way that indicates they may not be suitable to work with children.' This widening of the scope is likely to lead to a wider interpretation by organisation of what meets the threshold for notifying the LADO.

Breakdown of Outcomes and Concluding Actions

In 2021-22, the total number of dismissals/resignation/cessations of use equated to 22 with 8 being referred to DBS. The previous year this was 11 with 6 referrals to DBS.

- The criteria to make a DBS barring is two-fold - the employer has withdrawn permission for the employee to work in a regulated activity and the individual has either 'engaged in relevant conduct' or 'satisfied the harm test.' Therefore, not all employees / volunteers work in a regulated activity and / or it is not deemed to be relevant conduct or to meet the harm test i.e., the individual has deliberately harmed a child, or the nature of the allegation is so serious that they pose a risk of harm to children if continuing in a role working with children.
- Further training / written warnings / verbal warnings / management.
Advice & guidance are embedded under not meeting the LADO threshold
- No further action: This outcome covers those instances where the investigation determines that the employee is not culpable for harming the young person. Such instances might include accidental harm e.g., slight physical injury to a young person during an incident of restraint that was considerable necessary, or where there is evidence that the employee had no deliberate intention to cause harm.

Analysis of the High Number of Consultations Not Meeting the Threshold.

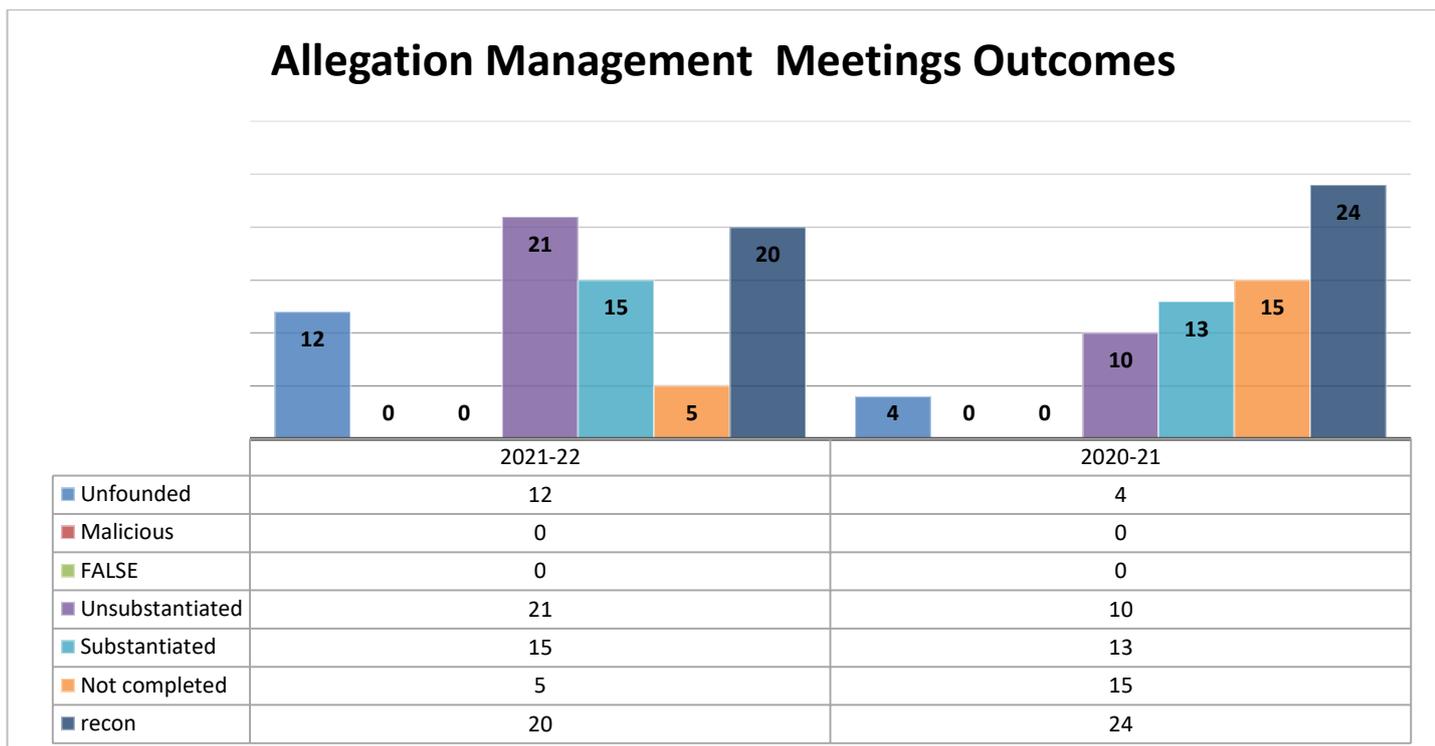
- There continues to be a large number of consultations that are received in which none of the four criteria, to trigger the managing allegations procedure, was assessed by the LADO as being met.
- This is an exceedingly high number resulting in a significant investment of time and resources. It is appropriate that there should be continuous oversight and consideration of this as it impacts on capacity of the service.

7. Outcomes of Allegations:

Allegations Management Meetings (AMM)

Managing Allegations Meeting refers to the multi-agency meeting process in respect of the individual who is subject of the allegation or concern. The person who is the subject of the allegation or concern is referred to as the 'adult of concern'.

The following table displays the outcomes of Allegations Management Meetings:



Managing Allegation Meetings are sometimes able to conclude the outcome of a concern at an initial meeting. Sometimes, however, additional information is needed through the completion of actions agreed at the initial meeting and attendees need to re-convene once, or more often in complex cases. This is the second year we have reported on the number of cases requiring reconvened meetings. As can be seen, 20 of matters needed more than one meeting. This is due to ongoing police investigations where all parties need to be interviewed, or where forensic examination of devices is required. This is a similar, compared to last year, which was previously 24 in 2020/21. This has adversely

impacted on timeliness of outcome for those adults subject to the Managing Allegations Process. In these cases, in particular, it is difficult for the LADO to ensure that matters are concluded in a timely fashion, although we do consult with police colleagues for monthly updates if necessary.

Of note this year is the change in outcomes for Substantiated and Unsubstantiated cases. There is a slight increase in Substantiated outcomes (15 compared to 13) compared to last year, but a notable increase meeting result in an Unsubstantiated outcome (21 compared to 10 previously in 2020/21), suggesting the threshold decision to proceed to a formal meeting is proportionate and robust.

At the final meeting, members of the strategy meeting will decide whether the allegation is:

1. **Substantiated** – where there is sufficient identifiable evidence to prove the allegation.
2. **False** – where there is sufficient evidence to disprove the allegation
3. **Malicious** – where there is clear evidence to prove there has been a deliberate act to deceive and the allegation is entirely false.
4. **Unfounded** – where there is no evidence or proper basis which supports the allegation being made. It might also indicate that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively, they may not have been aware of all the circumstances.
5. **Unsubstantiated** – this is not the same as a false allegation. It means that there is insufficient evidence to prove or disprove the allegation; the term therefore does not imply guilt or innocence.

Where concerns are unfounded or unsubstantiated, it may still require further internal investigation by the employer or other action to be taken and does not necessarily mean there are no concerns at all.

Letters to Children and Parents.

The parents and the child, if sufficiently mature, should be helped to understand the process and be kept informed about the process of the case and the outcome where there no criminal prosecution. This will include the outcome of any disciplinary, but not the deliberations of the hearing.

During the period of 1st April 2021 to 31st March 2022 the LADO wrote to 34 children to inform them of the outcome of the allegation process.

Management Oversight.

Torbay Council ensure effective management oversight includes elements of quality assurance, LADO supervision, dealing with developing area of concern in individual cases and facilitating improvements in LADO practice.

Timescales to Close Consultations

The statutory guidance requires that all consultations are resolved as quickly as possible consistent with a fair and thorough investigation. To this end, a key aspect of the role of LADO is to be involved in the management and oversight of all consultations/referrals ensuring that agencies and organisations involved avoid unnecessary delays.

Limiting Factors

There are a number of factors that make these timescale targets challenging to achieve including:

- The length of time a referral may take to work through the criminal justice process to conclusion.
- Employers awaiting the outcome of a criminal investigation before formally investigating the concerns under its disciplinary procedures.
- Practical considerations such as the unavailability of people for interview.
- Capacity of the LADO to monitor and follow-up on processes being followed e.g., disciplinary investigation by the employer.

Outcomes

- Participants are informed of the final outcome by the referrer.
- Young people may also be written to informing them of an outcome, depending on the suitability of this in individual circumstances.
- It is not always appropriate for the referrer to be informed of an outcome – for example if this is a member of the public – however, they are made aware that the information they have provided has been dealt with appropriately.
- The LADO deals with sensitive information and seek guidance on the sharing of this as appropriate through the Information Governance team and HR colleagues.

Participation and Partnership

The LADO continues to work in close partnership across a variety of agencies. Information and guidance are on the Torbay Safeguarding Children's Partnership (TSCP) website to support understanding of the LADO role.

This has developed further following the redevelopment of the TSCP website to include.

- Advice for organisations.
- Attending a LADO Allegations Management Meetings.
- What happens when an allegation is made against you.
- And when there are concerns about your personal life.

8. Complex cases

At times, the LADO responds to concerns of a sensitive nature that may attract public interest either by virtue of the media profile of an individual or as a result of information being shared that raises concerns about the wider safeguarding practices of an organisation. In these cases, the LADO provides alerts and updating information to Senior Managers who take responsibility for information management with the media and/or strategic responses.

9. Training and Service Awareness

The LADO continues to deliver training to a wide range of agencies across Torbay.

The training includes an overview of the LADO role, process of managing allegations as well as how staff can protect themselves from allegations being made. This has raised the awareness for those in the children's workforce regarding appropriate behaviour and safe practices resulting in timely response to incidents as well as professionals feeling more able to contact the LADO for advice and support prior to matters escalating.

Meeting: Cabinet **Date:** 30th August 2022

Wards affected: All

Report Title: Leadership and Management Training

When does the decision need to be implemented? 30th August 2022

Cabinet Member Contact Details:

Christine Carter, Cabinet Member for Corporate and Community Services, (01803) 207087, Christine.Carter@torbay.gov.uk

Cordelia Law, Cabinet Member for Children's Services, cordelia.law@torbay.gov.uk

Director/Divisional Director Contact Details:

Anne-Marie Bond, Chief Executive, (01803) 207160, Anne-marie.bond@torbay.gov.uk

Nancy Meehan, Director of Children's Services nancy.meehan@torbay.gov.uk

1. Purpose of Report

- 1.1 To gain approval from Cabinet to spend Council funds on Leadership and Management training for our staff, in line with the Council's financial regulations and contract procedures.
- 1.2 The Council does not have an in-house training team therefore a core Leadership and Management training package has recently been procured in line with our procurement processes, compliant with the Public Contracts Regulations 2015. The tender specification is included as Appendix 1. A suitable provider has been identified who was able to return the Most Economically Advantageous Tender.
- 1.3 The full cost of the training is provided as a breakdown in Exempt Appendix 2. It is to be funded jointly between Children's Services and Human Resources for staff who hold middle and senior management and leadership positions within the Council.

2. Reason for Proposal and its benefits

- 2.1 Our managers and leaders need to have regular training and opportunity to refresh their skills and knowledge in relation to people management practices.
- 2.2 People management practices and employment legislation change over time and in order for our managers to lead and manage to the best of their ability it is important that their skills and knowledge are invested in and developed. This is beneficial to ensure that employment legislation is adhered to at all times but to also avoid the time and financial costs associated with poor management practices, which can result in complaints to an Employment Tribunal.
- 2.3 Investment in training is also a way to attract and retain employees, as part of talent management. When people are invested in they are more likely to feel supported and motivated and want to stay with an employer who values them. This is particularly important for our managers and leaders who are leading teams of people to deliver our services and key strategic ambitions.

3. Recommendation(s) / Proposed Decision

1. That the preferred supplier be awarded a contract for the delivery of Leadership and Management training from 5th September 2022 until the 4th September 2024. The contract can be renewed for a further 2 years, until September 2026, in 12 month increments.

Appendices

Appendix 1: Procurement Tender Specification (Exempt)

Appendix 2: Award of Contract for Leadership and Management Training – Cost of Contract (Exempt)

1. Introduction

- 1.1 A full programme of Leadership and Management training has not been in place since April 2020. Prior to this we had an external contract in place with a provider to deliver core management and leadership training such as Recruitment and Selection, Managing Equality, Diversity and Inclusion, Performance Management and Leading and Developing Teams.
- 1.2 When the COVID pandemic started, the training was adapted to be delivered online however, the training contract ended shortly after this and there has been no new contract in place to deliver this since. A reduced number of courses have been run using our All Staff course training provider since then to deliver Remote and Hybrid Working Practices and Managing Wellbeing.
- 1.3 A procurement exercise has recently been undertaken and a suitable provider has now been identified who can supply the following package of training:-

Introduction to Coaching and Coaching for Increased Performance
Managing Performance
Leading change
Managing Equality and Diversity and Inclusion
Manager to Leader
Leading Meetings
Leading and Developing Teams
Presenting with impact
Emotional Intelligence

2. Options under consideration

- 2.1 Torbay Council does not have an in-house training team, therefore, an external service has to be procured to deliver this.

- 2.2 The only other alternative is to not provide training to our managers and leaders. To do so risks time and financial costs to the Council as poor management practices can result in employee relations issues, such as grievances, disciplinarys, absence and attendance issues. There is also a higher risk of complaints to an Employment Tribunal, which would be costly and risk reputational damage to the Council.

3. Financial Opportunities and Implications

- 3.1 The full cost of the training is provided as a breakdown Exempt Appendix 2. It is to be funded jointly between Children's Services and Human Resources for staff who hold middle and senior management and leadership positions within the Council.

4. Legal Implications

- 4.1 Poor management practices can lead to non-compliance with employment law therefore it is fundamental that our leaders and managers have a core, basic understanding of key employment legislation, such as the Working Time Regulations 1998, the Equality Act 2010 Employment Rights Act 1996 and best practice.

5. Engagement and Consultation

- 5.1 The training programme was shared with our managers and leaders at the Managers Forum in October 2021. Feedback was gathered and used to inform the tender process. Our Senior Leadership team were also involved in this consultation exercise.
- 5.2 Torbay Joint Consultative members were also informed at a TJCC meeting on 4th April 2022.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 Through the procurement process, all applicants submitted a response to our Social Value indicators and this formed part of the weighting and therefore was taken into account when identified the most economically advantageous tender for the basis of the award.

7. Tackling Climate Change

- 7.1 As part of the tender exercise in regard to social value, the bidders were asked to provide details of their carbon neutral activities and practices.
- 7.2 In addition to this, as the training is virtual, emissions and printed materials will be significantly reduced.

8. Associated Risks

- 8.1 To not provide this training risks time and financial costs to the Council as poor management practices can result in employee relations issues, such as grievances, disciplinaries, absence and attendance issues. There is also a higher risk of complaints to an Employment Tribunal, which would be costly and risk reputational damage to the Council.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people	The training package is designed to be accessible to employees with all protected characteristics.		
People with caring Responsibilities		There could be times when the employee is unable to take part in the training due to their care responsibilities. There will be a variety of different dates available that may be offered as an alternative.	
People with a disability	The training package is designed to be accessible to employees with all protected characteristics.		
Women or men	The training package is designed to be accessible to employees with all protected characteristics.		
People who are black or from a minority ethnic background (BME) (Please note	The training package is designed to be accessible to employees with all		

Gypsies / Roma are within this community)	protected characteristics.		
Religion or belief (including lack of belief)	The training package is designed to be accessible to employees with all protected characteristics.		
People who are lesbian, gay or bisexual	The training package is designed to be accessible to employees with all protected characteristics.		
People who are transgendered	The training package is designed to be accessible to employees with all protected characteristics.		
People who are in a marriage or civil partnership	The training package is designed to be accessible to employees with all protected characteristics.		
Women who are pregnant / on maternity leave		Where a woman is on maternity leave, accessibility to the training must be considered. This should be discussed with the employee and their manager and training should be made accessible either as part of Keeping In Touch days or upon the employee's return to work.	
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The training package is designed to be accessible to employees with all protected characteristics.		
Public Health impacts (How will your proposal	The training package is designed to be		

impact on the general health of the population of Torbay)	accessible to employees with all protected characteristics.		
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10. Cumulative Council Impact

10.1 None.

11. Cumulative Community Impacts

11.1 None.

Document is Restricted

Document is Restricted

Meeting: Cabinet **Date:** 30 August 2022

Wards affected: All

Report Title: Cabinet decision to award new contract for the Torbay Joint Community Equipment Service (JCES)

When does the decision need to be implemented?

The decision will not be implemented until after the call-in period and subsequent contract stand still period has expired.

Cabinet Member Contact Details: Jackie Stockman, Cabinet Member for Adults and Public Health, Jackie.stockman@torbay.gov.uk

Director/Divisional Director Contact Details: Joanna Williams, Director for Adults and Community Services, 01803 207175 and joanna.williams@torbay.gov.uk

1. Purpose of Report

- 1.1 This report seeks Cabinet approval to award the contract (subject to ratification by parallel governance processes in Plymouth City Council and the NHS Devon integrated care board, which has taken over the statutory functions of NHS Devon Clinical Commissioning Group), for the provision of the Torbay Joint Community Equipment Service (JCES). This is not a new service but a retender, as the existing contract ends on the 28 February 2023.
- 1.2 Though we have undertaken the re-procurement process in parallel with Plymouth City Council colleagues (for the purposes of efficiency and sharing ideas), the output is two separate services and contracts (one for each local authority area).
- 1.3 The new contract in Torbay will be for a jointly commissioned service with the NHS Devon integrated care board, with Torbay Council being the contracting authority on behalf of the commissioning organisations. The proposal is to award a contract for three years (2023 to 2026), with three further one-year extension options of 1+1+1 (potentially to 2029).

2. Reason for Proposal and its benefits

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 as the equipment service supports people in our communities, assisting them within their 'home' environment and

enabling them to thrive. While the service helps a range of people within Torbay, it particularly supports some of our most vulnerable residents including people who are older, younger clients who may have a disability and some children and their families who benefit from the extra support the equipment provides.

- 2.2 The reasons for the decision are our existing JCES contract ends in February 2023, and we therefore needed to undertake an open and transparent procurement process to ensure a new contract/service is in place from March 2023.
- 2.3 This is a joint contract with the NHS Devon integrated care board, who contribute 50% of the budget; with Torbay and South Devon NHS Foundation Trust (TSDFT) staff mainly undertaking the day-to-day prescribing of equipment for people and arranging for items to be delivered and collected by the provider.
- 2.4 The JCES enables individuals of all ages to cope independently, often without the need for other services, helping to reduce the package of care or indeed enabling care to be delivered in the person's own home (and occasionally in a care home).
- 2.5 Community equipment includes complex items (such as mattresses, lifting equipment and beds), to small products such as commodes. It helps both family and paid carers (such as domiciliary care workers) to support people with complex physical disabilities in their own home, in a safe and effective manner. It enables the safe delivery of a number of services e.g., providing support with personal care, a return home for someone at the end of life, intermediate care and replacement care. Having community equipment in place is an important element in timely hospital discharge, helping to avoid hospital and residential care admissions, preventing falls and supporting reablement. Equipment is needed to maintain independence and reduce risk of injury, which is seen to increase with age.
- 2.6 There were a number of strategic and operational drivers to review the community equipment service, including the increase in demand on services with Torbay's growing and aging population and the increase in number of young people with complex disabilities reaching adulthood and living in the community. In the future more people with increasingly complex needs are likely to need to be enabled to live in their own homes for a longer period of time.

This review allowed an opportunity to:

- Analyse the activity undertaken;
- Consider different ways of working;
- Scrutinise the current provision to see what is no longer required and start to align products, practice and quality requirements across Plymouth and Torbay Councils;
- Review the funding arrangements and mechanisms to manage spend against the contract;
- Further develop and shape the market;
- Ensure sustainability of provision; and
- Work with providers to support innovation in the manufacture and supply of equipment.

- 2.7 The preferred option was a joint procurement by Plymouth City Council and Torbay Council in partnership with NHS Devon, to procure Community Equipment Services within each local authority area. The opportunity was split into two Lots with a separate contract to be awarded for each local authority area. The procurement did not preclude awarding both contracts to the same provider:

- Lot 1 - Community Equipment Service for Plymouth City Council; and

- Lot 2 – Community Equipment Service for Torbay Council.

Tenderers were invited to bid for either Lot or both of the Lots, in separate bids. The benefits of a shared procurement with two Lots were identified as:

- Alignment of core service specification plus tailored requirements for each Lot;
- Alignment of method statements (apart from one specific question for each Lot), and evaluation criteria;
- Shared resource and expertise for project management, financial modelling, clinical expertise, and tender evaluations;
- Single streamlined procurement process may encourage providers to bid for both opportunities rather than choosing one over the other;
- Reduced duplication for providers by using a single evaluation of Supplier Questionnaires (where tenderers bidding for both Lots), and preparation of Invitation to tender (ITT) documents; and
- Alignment of standards and performance measures.

3. Recommendation(s) / Proposed Decision

- 3.1 That Cabinet approves the decision (subject to ratification by parallel governance processes in Plymouth City Council and the NHS Devon integrated care board) to award the contract for (Lot 2 Torbay Community Equipment Service) to the highest scoring tenderer as described in the Part 2 Report in the exempt Appendix 1 to this submitted report.
- 3.2 The contract will be awarded on Torbay Council Services Terms & Conditions, which were published in the invitation to tender documents.

Appendices

- Appendix 1: Exempt Part 2 Report (based on Plymouth City Council's Community Equipment Service Award Recommendation Report and Contract Award Technical Report).

Background Documents

- Care Act 2014 guidance;
- Public Services Value (Social Value) Act 2012 guidance;
- Torbay Council Community and Corporate Plan; and
- JCES Contract Award Technical Report.

Supporting Information

1. Introduction

1.1 Our community equipment service contract with our current provider expires in February 2023, and we therefore needed to undertake an open and transparent procurement process to ensure a new contract/service is in place from March 2023.

1.2 As noted above, the community equipment service is a key enabler within our wider health and care system, where our vision is:

“A community where we are all supported and empowered to be as well and as independent as possible, able to manage our own health and wellbeing, in our own homes.”

2. Options under consideration

2.1 Statutory guidance in the Care Act 2014 states that *“local authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example, interventions such as rehabilitation/reablement services, e.g., community equipment services and adaptations.”*

2.2 In Torbay (as in Devon and Plymouth) we have historically chosen to commission this service via a contract with an external provider, who specialise in the management of this function in terms of the procurement, delivery, maintenance and collection of community equipment and minor adaptations.

2.3 Bids were received for the tender from providers experienced in delivering these types of services.

The tender was weighted as 55% for quality, 40% for price and 5% for Social Value.

3. Financial Opportunities and Implications

3.1 The financial implications for the procurement and contract award are described in the Part 2 Report.

4. Legal Implications

4.1 See 2.1 above with regards to the guidance within the Care Act 2014.

5. Engagement and Consultation

5.1 As part of the tender we have engaged and consulted with individuals within Torbay Council, the NHS Devon integrated care board and TSDFT (including clinicians and prescribers of services). We have also consulted with service users. The feedback we received helped shape the specification for the new service and we will continue to engage with them during implementation and once the new contract is in place, to ensure it is meeting their needs and to identify opportunities for further improvement.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 As part of the tender for the service we have worked with colleagues in both Plymouth and Torbay procurement teams to consider the Public Services Value (Social Value) Act 2012.
- 6.2 The contract specification contains a section on Social Value, Sustainability and Environmental considerations. As part of this Torbay Council is seeking a service provider who will add value to the contract by improving the economic, social, and environmental well-being of Torbay and its residents, by providing additional community benefits to support the council's ambitions and four visions, as identified in the Community and Corporate Plan.
- 6.3 Furthermore, the service provider will, in its performance of the service throughout the term of the contract, ensure that Social Value principles are considered at all times. This includes supporting the local economy and positively adding to social inclusion of the people and residents of Torbay.
- 6.4 The service provider must, no later than the contract commencement date, supply the commissioners with an Economic, Social and Environmental Plan which will be implemented, operated, maintained and continuously reviewed and improved throughout the term of the contract. The service provider will produce an annual report detailing activities undertaken and plans for future improvement.
- 6.5 This formed part of the scoring and evaluation process for the bids received from providers.

7. Tackling Climate Change

- 7.1 As noted above, the contract specification contains a section on Social Value, Sustainability and Environmental considerations. Some of the Social Value measures submitted by the successful bidder will assist with tackling climate change.
- 7.2 The specification also states that the service provider will, in its performance of the service, use working methods, community equipment, materials and consumables which minimise environmental damage and support Torbay Council's approach to tackling climate change.
- 7.3 The service provider will recycle packaging (in the depot and on delivery) and limit waste wherever possible and have a strategy to reduce their carbon footprint. In line with other contract requirements, the service provider will work with commissioners and prescribers to maximise the recycling and reuse of community equipment.
- 7.4 The contract provides equipment to people living in Torbay, or those outside the local authority area with a Torbay GP. As now, a local depot within Torbay will service the contract, to minimise travel.

8. Associated Risks

Alternative options considered and rejected

- 8.1 Extend the current contract: All available contract extensions have been used, and as there are providers able to deliver a new service there is no legal basis for further extension.

- 8.2 Cease the service: The service provides essential support to adults and children in Torbay to enable them to manage either short-term illnesses or longer-term health conditions. Ceasing the service would risk the wellbeing of existing service users but also mean that those with future health needs are unsupported.
- 8.3 If the decision is not implemented the risk would be that we do not have a service in place from March 2023 that is fundamental to the operation of our new model of care and is a key enabler of our wider health and care system. This would not only cause problems for our partners in the NHS in terms of the smooth running of our local health and care system (which is already under extreme pressure as a result of COVID and other issues) but would also hamper us in the ability to support people to return to their homes and communities.

Timetable

Key actions	Start Date	End Date
Cabinet Decision (Torbay)	30/08/2022	30/08/2022
Call in	31/08/2022	11/09/2022
Implement decision - notify tenderers and provide feedback to unsuccessful tenderers	12/09/2022	12/09/2022
PCR 2015 Mandatory Standstill	13/09/2022	22/09/2022
Request policies and procedures from top tenderer	12/09/2022	13/09/2022
Evaluate policies and procedures	13/09/2022	22/09/2022
Award contract to successful tenderers	26/09/2022	26/09/2022
Submit OJEU Contract Award notice	26/09/2022	26/10/2022
Close Technical Equivalent Equipment verification	27/09/2022	06/10/2022
Lead - in / transition	27/09/2022	28/02/2023
Contract Start	01/03/2023	01/03/2023

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

9.	Identify the potential positive and negative impacts on specific groups			
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact	
Older or younger people	Community equipment is used by both older and younger people to support them in their daily lives and help them to live at home.			
People with caring Responsibilities	Community equipment helps carers (both paid and unpaid) to support family members and clients in their own homes, when otherwise this might not be possible.			
People with a disability	Community equipment supports service users who have a disability, including some people with quite complex needs who might not be able to remain in their own homes without this service.			
Women or men			Impact is based on whether a need has been identified. There is no differential impact.	
People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			Impact is based on whether a need has been identified. There is no differential impact.	
Religion or belief (including lack of belief)			Impact is based on whether a need has been identified. There is no differential impact.	
People who are lesbian, gay or bisexual			Impact is based on whether a need has been identified. There is no differential impact.	

	People who are transgendered			Impact is based on whether a need has been identified. There is no differential impact.
	People who are in a marriage or civil partnership			Impact is based on whether a need has been identified. There is no differential impact.
	Women who are pregnant / on maternity leave			Impact is based on whether a need has been identified. There is no differential impact.
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	In some cases, the absence of a community equipment service might lead to greater impacts in terms of poverty and deprivation, as the equipment supports some of our most vulnerable residents.		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	Community equipment plays an important part in supporting the general health of the population of Torbay, helping people to live more fulfilling lives within their homes and community.		
8..	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	The community equipment service (including minor adaptations) complements other services provided by the council, such as the delivery of home improvements and major adaptations through Disabled Facilities Grants.		
11.	Cumulative Community Impacts (proposed changes within the wider community (including the public sector) which might worsen the impacts identified above)	The community equipment service has a positive impact on other services provided by our partners, in particular the NHS. The service is a key enabler within our new model of care, supporting people to remain in their own homes.		

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Meeting: Cabinet **Date:** 30 August 2022

Wards affected: All

Report Title: Print Services Contract Approval

When does the decision need to be implemented? ASAP

Cabinet Member Contact Details:

Cabinet Member for Corporate and Community Services, Councillor Carter,
Christine.carter@torbay.gov.uk

Director/Divisional Director Contact Details:

Divisional Director for Corporate Services, Matthew Fairclough-Kay, matthew.fairclough-kay@torbay.gov.uk

1. Purpose of Report

- 1.1. Torbay Council currently produces a wide range of mono and colour printed materials for its own use and for other public bodies such as the local NHS trust and the GP practices using the in-house Print Services. The department currently uses SEFAS Harmonie Communication Suite (HCS) to drive their Automated Document Factory and utilise Hubmail as a bolt-on feature for their Hybrid Mail solution. HCS is a solutions toolset for designing and managing customer communications across all delivery channels.
- 1.2. As part of the project to close the internal print service we need to procure a replacement external supplier with an IT system that will support the new model of outsourcing our reduced print requirements. This report addresses the approval required for the contract to provide the service under the new model.
- 1.3. The forms system output is paid for directly by the services using it, and each service areas has their own budget for this facility. The changeover and development will be financed through future savings from the removal of current software, SEFAS.

2. Reason for Proposal and its benefits

- 2.1. Print and Post is a fundamental element of Corporate Services. Through printed media, it enables the Council to stay in touch with residents about the services we deliver and supports revenue collection. Additionally, it provides internal services for printing, copying, and scanning. The proposal in this report will help us to deliver our ambition by ensuring continuity and efficiency to support customer services across the organization, whilst focusing on being a council fit for the future, which only uses print and postal services where absolutely necessary, thus supporting our commitment to tackling climate change.
- 2.2. The reason for this proposal is to ensure the lowest cost to the council to continue service delivery whilst maintaining flexibility for service demand peaks. Other reasons include safeguarding our reputation as an organisation committed to tackling climate change and exploiting the accelerated digital working opportunities offered by the Covid-19 pandemic.

3. Recommendation(s) / Proposed Decision

- 3.1. That the preferred supplier be awarded a contract for the delivery of the print services for a fixed five (5) year term from 8th September 2022 until 8th September 2027, with the option to extend for a further two (2) year period at the end of the fixed term, if required and as set out in Exempt Appendix 4.

Appendices (PART 2)

Appendix 1 - Supporting Information

Appendix 2 – Project Timeline

Appendix 3 – Projected Costs (Estimates Only)

Appendix 4 – Preferred Supplier

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Meeting: Cabinet

Date: 30 August 2022

Council

15 September 2022

Wards affected: All

Report Title: SWISCo Vehicle, Equipment and Building Structure Replacement

When does the decision need to be implemented? Ongoing from September 2022

Cabinet Member Contact Details: Councillor Darren Cowell, Cabinet Member for Finance

Director/Divisional Director Contact Details: Martin Phillips, Director of Finance

1. Purpose of Report

- 1.1 To provide a loan facility to SWISCo to enable the purchase of replacement vehicle and equipment required for the company's ongoing operation.
- 2.1 SWISCo is a wholly owned council company providing a wide range of services to the Council including waste collection, highways and street cleansing. To provide these services a range of vehicles and equipment are required. Over time these assets will need to be replaced. Supporting this loan activity will enable new vehicles and equipment to be purchased by SWISCo when both needed and when best to do so. In addition, over time the premises that SWISCo operate from such as the Waste Transfer station will need investment in the structure of the buildings.

3. Recommendation(s) / Proposed Decision

Cabinet recommend to Council:

- 3.1. That a loan for a capital purpose of up to £4m is approved by the Council to fund the replacement of SWISCo vehicles, equipment and building structures over the next 3 financial years. The loan to be funded from prudential borrowing with SWISCo repaying the loan on an annuity basis over the expected asset life, typically 7 years for a vehicle.
- 3.2 That Council delegate the approval of each drawdown to the Deputy Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Supporting Information

1. Introduction

- 1.1 SWISCo inherited most of its vehicles and equipment from TOR2 with the Council purchasing several refuse collection vehicles over the past two years. SWISCo also currently hire several vehicles.
- 1.2 As part of its emerging vehicle replacement strategy SWISCo will need to both replace older vehicles and will also, if financially beneficial, look to purchase vehicles rather than pay hire costs.
- 1.3 This report proposes that a loan for a capital purpose of up to £4m is approved by the Council to fund the replacement of vehicles, equipment over the coming years. The loan would be funded from prudential borrowing with SWISCo repaying the loan on an annuity basis over the expected asset life, typically 7 years for a vehicle.
- 1.4 In addition, the premises that SWISCo operate from such as the Waste Transfer station will need investment in the buildings to ensure that health and safety, environmental and other legislative requirements are met. The loan length on these types of assets will be longer.
- 1.5 The loan will be drawn down in separate requests depending on SWISCo's replacement needs. Each purchase will be considered by the SWISCo board before a drawdown request is made to the Council to ensure the proposal meets best value and all other options have been considered.
- 1.6 It is recommended that Council delegate the approval of each drawdown to be the Deputy Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance. A loan agreement with a repayment schedule will then be agreed.

2. Options under consideration

- 2.1 SWISCo will consider the most appropriate recommendation for each purchase including consideration of:
 - a) cost of replacement compared to higher repair costs as vehicle ages
 - b) cost of replacement compared to any service gains from new vehicles
 - c) cost of replacement compared to a hire arrangement
 - d) consideration of buying "green" replacements as part of Council's climate change agenda.

3. Financial Opportunities and Implications

- 3.1 As described in section 1.3 to 1.5 above

- 3.2 Initial financial modelling by SWISCo predicts that if some vehicles currently hired are purchased this will generate a cost saving. The allocation of £4m will provide the ability to SWISCo to purchase vehicles. It should be noted that the value of SWISCo's owned vehicles and equipment (current net value of £5m) exceed the loan request so depending on service needs and repayments, an additional request may be needed in a future year.
- 3.2 The Council's Chief Finance officer is also currently a Director of SWISCO so to avoid any conflict of interest the delegation in 1.5 above will be to the deputy chief finance officer.

4. Legal Implications

- 4.1 A loan agreement with a repayment schedule will need to be agreed for each draw down approved.

5. Engagement and Consultation

- 5.1 Not applicable for these purchases

6. Purchasing or Hiring of Goods and/or Services

- 6.1 All purchases will be made in consultation with the Council's procurement team to ensure best value and compliance with legislation.

7. Tackling Climate Change

- 7.1 SWISCO recognises the Council's clear climate change ambitions. These considerations will be part of any purchase decision. If there is a price differential between a "green" vehicle and the current specification, then SWISCO may approach the Council to fund the difference from its £1m allocation for climate change approved as part of the 2022/23 budget.

8. Associated Risks

- 8.1 If vehicles are not replaced at the end of their useful life then there could be higher repair costs and possible increased health and safety risks.

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			no differential impact

People with caring Responsibilities			no differential impact
People with a disability			no differential impact
Women or men			no differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			no differential impact
Religion or belief (including lack of belief)			no differential impact
People who are lesbian, gay or bisexual			no differential impact
People who are transgendered			no differential impact
People who are in a marriage or civil partnership			no differential impact
Women who are pregnant / on maternity leave			no differential impact
Socio-economic impacts (Including impact on child poverty issues and deprivation)			no differential impact
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			no differential impact

10. Cumulative Council Impact

10.1 None

11. Cumulative Community Impacts

11.1 None

2022/23 Target Setting Report Report of Audit Committee

Report to Cabinet on 30th August 2022

Background

1. The Audit Committee met on 3rd August 2022 to consider the Community & Corporate Plan’s 2022/23 Target Setting Report.
2. Councillors on the Audit Committee comprised of: Cllrs Loxton, O’Dwyer, Kennedy, Brooks and Johns
3. Members of Audit Committee were asked to consider the list of projects and performance indicators that will be used during 2022/23 to track delivery of the priorities within the Community & Corporate Plan. Additionally, they were asked to review the 2022/23, 2023/24 and 2024/25 proposed targets for each performance indicator having reflected on the last three years actual performance.

Attached as Appendix 1 is the 2022/23 Target Setting Report that was debated. Out of the 136 performance indicators being suggested, members of Audit Committee agreed with all apart from 4 whereby a debate was held and views shared:

Performance Indicators	Target For 2022/23	Target For 2023/24	Target For 2024/25
Net additional homes provided	300	300	300
Number of affordable homes delivered	90	-	-
<i>Audit Committee Comment – “The proposed target for 2022/23 does not reflect what is in the current adopted Local Plan. Any proposed reduction should be agreed by members”.</i>			
Number of families in B&B accommodation longer than 6 weeks this quarter.	5	5	5
<i>Audit Committee Comment – “If 5 families trigger’s Central Government’s intervention, would it be better to have a target of 0 so any families staying in B&B longer than 6 weeks will appear on both SLT’s and members’ radar. Alternatively, a figure of less than 5 should be considered”.</i>			
Torre Abbey Admissions Footfall	27,500	30,250	33,250
<i>Audit Committee Comment – “Based on the performance over the past three years, the targets being suggested feel disproportionately high. With known planned works taking place at the abbey during 2022/23, we recommend that the targets get reduced”.</i>			

The Audit Committee subsequently, unanimously recommends to Cabinet: That the Cabinet:

A) reset the targets for:

- 'Net additional homes provided' and
- 'Number of affordable homes delivered'

for 2022-2023 to be in line with the current local plan and reviewed for 2023-2024 and 2024-2025;

B) That the target for the 'Number of families in B&B accommodation longer than 6 weeks this quarter' be set at 0.

C) that Torre Abbey Admissions Footfall be reviewed as the Audit Committee considers it to be disproportionately high.

Appendix A - Target Setting Report: SLT 5th July & Cabinet 26th July 2022

Thriving people - Turn the tide on poverty – Lincoln Sargeant

We will

- Protect and involve children and young people
- Reduce levels of deprivation in the Bay
- Improve the delivery, affordability and quality of housing
- Make greater use of our natural assets and cultural offer

Projects

- **REVISED** - *Deliver and update our Housing Strategy, including working with developers to encourage sites to be brought forward, to ensure a five-year housing land supply, thereby protecting our green spaces. Ongoing* DE
- *Continue to work to enable work to start on stalled development sites across Torbay. Ongoing* DE
- **REVISED** - *Develop a sufficiency strategy approach to reduce the need for temporary accommodation and delivery plan. Ongoing* TH
- **REVISED** - *Working with Registered Providers across Torbay, facilitate the availability of social and affordable accommodation to enable people to move on from temporary accommodation. Ongoing* DE
- **REVISED** - *Work to improve the standard of accommodation in the private rented sector. Ongoing* TH
- **DELETE** *Identify and implement temporary traveller stopping sites within Torbay. Estimated completion May 2022* DE
- **REVISED** *A continued focus on the delivery of Extra Care Housing. Estimated completion Ongoing* JW
- **NEW** – *Family Temporary Accommodation Improvement Plan. Estimated completion February 2023* TH
- **NEW** – *Accommodation Pathway for those that are Care Experienced to reduce homelessness* BT

Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
NEW Adam Luscombe	Net additional homes provided	188	260	TBC	-	300	300	300
NEW James Beale	Number of affordable homes delivered	45	40	21		90	-	-
Nicola Passmore	Numbers Housed through Devon Home Choice	269	193	224		Monitoring PI only		
DELETE NP	Numbers in Temporary Accommodation	350	585	426				
NEW Nicola Passmore	Average numbers in temporary accommodation on any one night this quarter:	143	179	168		130	120	100
	With dependents (inc pregnant women)	35	48	61		48	44	40
	Single households (including childless couples)	108	131	107		82	76	60
NEW Nicola Passmore	Number of new homelessness cases taken at each stage by the service this quarter	Relief - 783 Prevention - 335 Triage - 370	Relief - 794 Prevention - 205 Triage - 62	Relief - 814 Prevention - 259 Triage - 132	-	Monitoring PI only		
NEW Nicola Passmore	The % of total cases that were taken at prevention stage	22%	19%	21%		30%	45%	60%
NEW Nicola Passmore	Number of families in B&B accommodation longer than 6 weeks this quarter. (N.B 5 is the number at which local government are notified). (Grant)	Data not Available	Data not Available	Q1 - 4 Q2 - 7 Q3 - 7 Q4 - 0		5	5	5
NEW Becky Thompson	Number of families where Children's Services have a duty to accommodate in temporary accommodation.	-	-	16	-	Monitoring PI only		
NEW - Becky Thompson	Number of children where Children Services have a duty to accommodate in temporary accommodation.	-	-	37	-	Monitoring PI only		
NEW Nicola Passmore	Number of rough sleeper (NI annual survey)	16	19	17		6	4	2
NEW Paul Diggins	Rate per 10,000 children of cared for children at the end of the period	140	125	117		115	108	100
NEW Paul Diggins	Percentage of contacts to Children's Services progressing to early help services in the period	11%	17%	26%		30%	35%	40%
NEW Paul Diggins	Annualised rate per 10,000 children of referrals to Children's Services in the period	755	876	818		786	747	710
NEW Paul Diggins	Percentage of referrals in the period that were previously open to Children's Services within the last 12 months	22%	25%	27%		25%	24%	22%
NEW Paul Diggins	Percentage of cared for children in the period with three or more placements in the last 12 months	15.8%	10.6%	14%		13%	12%	10%

NEW Paul Diggins	% of cared for children aged 15 or under at the end of the period who have been cared for children for 2.5 years or more, who have been in the same placement for two years or more, or who are currently placed for adoption and their current and previous placement totals two years or more	60%	66%	66%		67%	68%	70%
NEW Paul Diggins	Annualised rate per 10,000 children of children becoming cared for in the period	53	30	35		34	33	31
NEW Paul Diggins	Unaccompanied asylum-seeking children	-	-	19	-	Monitoring PI only		
NEW Paul Diggins	Percentage of former cared for children who are now aged 19-21 and in employment, education or training (EET)	44%	50%	58%		60%	62%	64%
NEW Matt Gifford	Rate of requests for new Education Health and Care Plan (EHCP) assessments	201 (2020)	299 (2021)	230 (as at 27/07/2022)	-	Monitoring PI only		
NEW Matt Gifford	Cessation of existing new EHCPs	46 (2020)	119 (2021)	75 (as at 27/07/2022)	-	Monitoring PI only		
NEW Matt Gifford	Total EHCPs	1,416 (2020)	1,507 (2021)	1,608 (2022)	-	Monitoring PI only		
NEW Matt Gifford	Rate of identification of children at SEND	-	-	5.9% EHCP 12.6% SEN Support	-	-	-	-
Mark Willis (Care Trust)	Percentage of adults with a learning disability in paid employment	8.9%	8.2%	7.1%		7.2%	-	-
DELETE Mark Willis (Care Trust)	Delayed transfers of care from hospital. Part 2 – attributable to social care	Return suspended	Return suspended	Return suspended		This is no longer a return and data is not available for Torbay Council footprint for the new NHS return. Please remove.		
Mark Willis (Care Trust)	Proportion of adults in contact with secondary mental health services who live independently, with or without support (commissioned outside ICO) Year to month	49.2%	78.7%	62.9%		65%	-	-
DELETE BL	Number of contacts relating to children received by Children's Services during the period		7956					
DELETE BL	Number of children referred to Targeted Help during the period		1476					
DELETE BL	Number of children referred to Children's Social Care during the period		2242					
DELETE BL	Number of social care referrals per 10K of all CYP in Torbay (in-year results projected)		876					
DELETE BL	Number of Initial Strategy Discussions held during the period because of concerns that a child may be at risk		1438					
DELETE BL	Number of Section 47 enquiries completed during the period following a decision at Initial Strategy		1015					
DELETE BL	Rate of S47 completed in period per 10K of all CYP in Torbay (in-year results projected)							
DELETE BL	Number of Initial Child Protection Conferences held during the period		332					
DELETE BL	Rate of Initial Child Protection Conferences in period per 10K of all CYP in Torbay (in-year results projected)		122					

Thriving people - Have high aspirations for all of our residents – Jo Williams and Nancy Meehan

We will

- Support healthy, physically active lives for all
- Promote good mental and physical health, reducing the occurrence of preventable illnesses
- Reduce reliance on addictive substances

Projects

- *Building on the Torbay Community Helpline, implement a new “front door” to adult social care. Estimated completion October 2022 JW*
 - **REVISED** - *Deliver the co-produced written statement of action for special educational needs and disabilities (SEND) to meet needs at the earliest opportunity for children and young people from 0 – 25. Estimated completion Jan 2024 NM*
 - **REVISED** - *To co-produce, devise and implement a revised graduated response that includes health, education, social care and adult services to help reduce disadvantage, including strengthening emotional and well-being support. Estimated completion April 2023 NM*
 - Deliver the vision for adult social care, including the development of a local outcome framework (in line with the anticipated, revised Adult Social Care Outcomes Framework). Estimated completion April 2022 JW
 - In collaboration, finalise and progress the Torbay Mental Health and Suicide Prevention Alliance Action plan with work-streams including:
 - developing community and voluntary sector mental health network/s
 - supporting implementation of the community mental health framework
 - improving access to information for the public and professionals to support mental resilience to the effects of pandemic.
- Ongoing Julia Chisnell / Rachel Bell
- **DELETE** Agree recommendations from the Torbay On The Move appreciative inquiry. Estimated completion March 2022) LS / Kirsty Parker-Calland: BAU

Online Actions for 2022-2023

- *Continue the work with the community and voluntary sector to enhance our community centres so that they can continue to provide a vital role within their communities.*
- Completion of Torre Marine extra care housing.
- Agree the definitive approach for the re-procurement of the commissioned elements of the Lifestyles Service. Procurement will complete in Q3, mobilisation in Q4, with contract start in April 2023
- Build on our relationship with Torbay and South Devon NHS Foundation Trust to see the delivery of the new hospital. Ongoing
- **NEW** - Insourcing of Homeless Hostel Provision TH. February 2023

Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
Mark Richards	Number of smoking quitters	231	294	300	↑	275	TBC when new provider is awarded the contract	TBC when new provider is awarded the contract
Mark Richards	At least 50% of people in weight management programmes lose 3% of their weight	67%	57%	58%	↑	50%	50%	50%
Mark Richards	At least 30% of people in weight management programmes lose 5% of their weight	43%	35%	46%	↑	30%	30%	30%
Sarah Aston	No of Sexual health STI treatment interventions (genitourinary medicine (GUM))	4058	2430	2701	↑	2701	TBC if contract is extended	TBC if contract is extended
Sarah Aston	No of Sexual health STI treatment follow ups (genitourinary medicine (GUM))	34% (1387)	25% (614)	35% (938)	↑	<30%	TBC if contract is extended	TBC if contract is extended
Sarah Aston	No of Sexual Health (Contraceptive) interventions	4769	4206	5,174	↑	5,200	TBC if contract is extended	TBC if contract is extended
NEW Sarah Aston	Provision of IUD LARC in Primary Care (No of Intrauterine Device Long-Acting Reversible Contraception fittings (both contraceptive and non-contraceptive))	215	290	148	↓	155	175	200
Natasha Reed	Successful completion from opiate drug treatment (Rolling 12-month period)	6.1%	3.7%	6.50%	↑	6.75%	7%	7.25%
Natasha Reed	Successful completions from alcohol treatment (Rolling 12-month period)	33.6%	51.2%	42.6%	↑	45.0%	47.5%	50%
NEW Natasha Reed	Successful completion from non-opiate drug treatment	45.5%	33.6%	39.6%	↑	42%	45%	48%
NEW Natasha Reed	Waiting times for treatment (% under 3 weeks)	100%	100%	95.7%	↓	100%	100%	100%
NEW Sue Ford	Universal visits - Number of mothers who received a first face to face antenatal health and social care assessment of need with a Health Visitor at 28 weeks or above (Nos and %)	92%	91%	86%	↓	90%	90%	90%
Sue Ford	% of births that receive a face to face New Birth Visit (NBV) within 14 days by 0-19 service	89%	89%	78%	↓	95%	95%	95%
Sue Ford	% of children that receive a face to face 6-8 week Review by 0-19 service	92%	92%	90%	↓	95%	95%	95%
Sue Ford	% of children that receive a face to face 12 week Review by 0-19 service		85%	89%	↑	90%	90%	90%
Sue Ford	% of children that receive a face to face 1 year Review by 0-19 service	93%	86%	77%	↓	95%	95%	95%
Sue Ford	% of children that receive a face to face 2-2.5 year Review by 0-19 service	88%	66%	75%	↑	95%	95%	95%
NEW Sue Ford	Numbers in young people's drug and alcohol treatment	60	49	48	↓	49	52	55

NEW Sue Ford	Waiting times for treatment (% under 3 weeks) - YP treatment	98%	97%	95%		100%	100%	100%
NEW Sue Ford	% of young people who complete treatment successfully	83%	86%	93%		90%	95%	95%
NEW Sue Ford	Return home interviews offered within 72 hours	71%	95%	100%		100%	100%	100%
NEW Claire Tatton	Number of Making Every Contact Count (MECC) courses delivered	-	2	13		8	8	8
NEW Claire Tatton	Number of MECC course attendees	-	30	90		80	80	80
NEW Claire Tatton	Number of Connect Five courses delivered	-	3	2		2	2	2
NEW Claire Tatton	Number of Connect 5 course attendees	-	35	29		40	40	40

Thriving people - Build safer communities – Tara Harris

We will

- Work with partners to tackle crime, including exploitation, and its effects
- Work with partners to reduce offending and reoffending and its impacts
- Work with partners to tackle domestic abuse and sexual violence and its effects

Projects

- ~~Work with schools to ensure a zero-tolerance approach to bullying (in all its forms). Completed~~ NM
- **REVISED** - Work with the sector to reposition our night-time economy. Ongoing TH
- **REVISED** - Deliver the Safer Towns Initiative to improve perception and safety in Torquay town centre and surrounding area. TBC (dependent on funding announcement) TH
- Deliver the new integrated Domestic Abuse and Sexual Violence Strategy. Time frame to be reviewed following DASVEG May 2022 and decision on single or combined strategy. Estimated completion April 2022 – (delayed until July 2022) TH
- Work with the community and voluntary sector to assess the capacity, role and future of our community centres. Estimated completion January 2022 JW
- ~~Develop a strategic food partnership for Torbay to take a collaborative approach to create a more resilient local food system. Completed~~ JW
- **REVISED** - Mobilise the Complex Needs Alliance TH
- **NEW** - Insourcing of Homeless Hostel Provision TH
- **NEW** - Delivery of Castle Circus street based behaviour improvement plan TH

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Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
New Nicola Passmore	Number of unique ASB Police reported incidents.	3714	4600	3480		3480	-	-
New Nicola Passmore	Number of incidents of theft from person in Torbay	115	48	85		Monitoring PI only		
DELETE	Torbay Domestic Abuse Service (TDAS) - New placements in the service - Adults		1310	202				
Shirley Beauchamp	Torbay Domestic Abuse Service - New placements in the service - Number of children who are part of households accessing the service	1012	772	251		Monitoring PI only		
DELETE	Torbay Domestic Abuse Service - New placements in the service - 1c) Number of standard risk cases out of above (all others are either medium or high risk)		44	13				
NEW Shirley Beauchamp	Number of MARAC (Multi Agency Risk Assessment Conference) repeat cases within 12 months	94	146	72		Monitoring PI only		
New Steve Farley	The number of times the Police request or view of produce footage that involve the Security and CCTV teams	-	-	405	-	Monitoring PI only		

New Nicola Passmore	Number of reports to the Police of rape and sexual assault	Rape - 164 Sexual Offences - 267	Rape - 136 Sexual Offences - 228	Rape - 166 Sexual Offences - 264		Monitoring PI only		
NEW James Bennett	Number of Out of Court Disposals	-	-	65	-	Monitoring PI only		
DELETE MW (Care Trust)	Number of adults safeguarding referrals (S42 Enquiries) Year to month	N/A	298	274		Being replaced with the PI below		
NEW Mark Willis (Care Trust)	% of Enquiries where consent is given for feedback on the Quality of the Safeguarding Enquiry Response	New performance Indicator				20%	-	-
NEW Paul Diggins	Rate per 100,000 children who are first time entrants to the Youth Justice System in the period	199	190	172		170	165	160
NEW Matt Gifford	Rate of school permanent exclusions	0.11% (Nat. 0.06)	0.16% (Nat. n/a)	0.21% (Nat. n/a due on 29/07/2022)		Monitoring only		
NEW Police	Number of adults that have returned to Prison this period	Waiting on Police data			-	Monitoring only		
NEW Police	Number of adults who have reoffended in last 12 months	Waiting on Police data			-	Monitoring only		
DELETE BL	Number of children subject to a Child Protection Plan at the end of the period		226					
DELETE BL	Rate of children subject to Child Protection Plans at end of period		419					
DELETE BL	Number of Cared for Children at the end of the period		320					
DELETE BL	Rate of cared for children at end of period		419					
DELETE BL	Number of children becoming Cared for Children during the period (Year to date)		73					
DELETE BL	Rate of children becoming cared for children in period per 10K of all CYP in Torbay (in-year results projected) (Year to date)		30					
DELETE BL	Number of children ceasing to be Cared for Children during the period		411					
DELETE BL	Rate of children ceasing to be cared for children in period per 10K of all CYP in Torbay (in-year results projected) (Year to date)		42					

Thriving Economy - Create an environment in which businesses and jobs can grow and where we have a local economy which is successful and sustainable – Alan Denby

We will

- Capitalise on the unique strengths of our economy
- Focus on areas of significant deprivation
- Build community wealth
- Support the creation of University College South Devon
- Close the educational attainment gap and broaden the skills base within the workforce
- Protect and accelerate the development of employment space to accommodate business growth

Projects

- *Agree the potential programme of works for the restoration of the Pavilion, Torquay. Estimated completion December 2022* KM
- *Work with partners in Brixham to update the business case for the Northern Arm breakwater in preparation for applications to any appropriate funding call. On hold* KM
- ~~Completion of purpose-built manufacturing facility at Claylands, Paignton. Completed~~ AD
- ~~Achieve 75% occupation at EPIC. Completed~~ AD
- **DELETE** Identify the opportunities for the regeneration of Brixham Town Centre. Estimated completion December 2021 AD
- **DELETE** As part of the Economic Repositioning Plan, implement Build Torbay which will raise awareness of opportunities in the construction sector locally and increase the supply of, and skill levels, of local people into the sector. Estimated completion September 2021 AD BAU
- **REVISED** Complete work the redevelopment of 12-14 The Strand (former Debenhams building). Completion expected Aug 2024 LM
- **REVISED** Determine the next steps for the delivery of Edginswell Station as part of Torquay Town Deal. Estimated station operational date: May 2024 Dean Kelly
- Undertake the harbour public realm improvements as part of Torquay Town Deal. Estimated completion. TBC pending confirmation of revised procurement route AD

Outline Actions for 2022-2023

- Secure funding to enable the extension of the fish market at Brixham Harbour. Announcement on successful Levelling Up Fund Bid unknown KM
- **DELETE** Commence delivery of regeneration projects in Brixham Town Centre. AD
- **DELETE** Continue delivery of Torquay Town Deal projects, namely the Pavilion, Coastal Pinch Point and Torquay Town Centre. AD
- Commence work at Station Square, Paignton as part of the Future High Streets programme. Estimated completion November 2022 AD
- Commence work at Torbay Road, Paignton as part of the Future High Streets programme. Trial estimated late August - early September AD
- Commence delivery of projects within the Edginswell employment space. Estimated completion June 2023 LM
- **REVISED** Develop with partners and submit an investment plan for the UK Shared Prosperity Fund. Estimated completion - 31st July AD
- **NEW** Continue to develop community wealth building across Torbay and increase the number of Torbay businesses including social enterprises registered to supply the Council and public sector partners. Ongoing AD
- **NEW** Develop and begin delivery of a new economic strategy. Autumn 2022 AD
- **NEW** Commence work at Victoria Centre, Paignton as part of the Future High Streets Fund programme Autumn 2022 AD

Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
Wendy Urban	Gross rateable value of Business Rates (NDR) (snapshot at quarter end)	£93,858,989	£94,451,199	£95,181,645	↑	£95,657,553	0.5% increase on the previous year actual	
NOMIS	Out of Work Benefits Claimant Count	3.5%	7.3%	4.1%	↓	Great Britain Average - TBC		
NEW TDA	Businesses assisted	-	-	78	-	120	120	145
NEW TDA	New investment from companies in key sectors	New performance Indicator			-	-	-	-
NEW TDA	Occupancy of Electronics & Photonics Innovation Centre	-	45%	75%	↑	85%	85%	85%
NEW TDA	Number of secondary schools engaged with business (enterprise advisers)	-	-	100%	-	100%	100%	100%
NEW TDA	Number of people supported through Multiply programme	New performance Indicator			-	145	190	190

Officer	Performance Indicators	Actual 2019 Calendar Year	Actual 2020 Calendar Year	Actual 2021 Calendar Year	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
NOMIS	Percentage of workless households in Torbay	16.3%	18.7%	TBC	-	Great Britain Average - TBC		
NOMIS	Earnings by Torbay Residence (Gross weekly pay - Full time workers)	£506.80	£466.90	£541.00	↑	Great Britain Average - TBC		
NOMIS	Earnings by Torbay Workplace (Gross weekly pay - Full time workers)	£484.30	£478.50	£528.70	↑	Great Britain Average - TBC		
NOMIS	Percentage of people in Torbay who are economically active (aged 16 to 64)	78.1%	76.1%	76.7%	↑	Great Britain Average - TBC		
NOMIS	Percentage of people in Torbay in employment (aged 16 to 64)	74.9%	72.1%	75.1%	↑	Great Britain Average - TBC		

Thriving Economy - Be the premier tourist resort in the UK – Kevin Mowat

We will

- Regenerate and re-invent our town centres
- Capitalise on our unique heritage

Projects

- ~~Replace the ornamental/festoon lighting at Paignton and Torquay Seafront. Completed~~ KM
- *Review event space investment options at Paignton Green and Torre Abbey Meadows. Estimated completion frame September 2022* Phil Black AD
- **DELETE** *Agree and commence delivery of the Heritage Strategy Action Plan. Estimated completion September 2021* Phil Black Complete BAU
- **REVISED** *Develop a Masterplan for Oldway Mansion. Estimated completion. February 2023* KM
- ~~Submit Torbay's application for Levelling Up Funding and ensure delivery of projects. Completed~~
- **REVISED** *Acquisition of Crossways scheme to facilitate the regeneration of the area. Estimated completion October 2021* LM
- **REVISED** *Completion of Lymington Road project as part of the Getting Building Fund. Estimated start 27th June 22 with completion May 23* LM
- **NEW** *Completion of enabling works at Edginswell as part of the Getting Building Fund. Estimated completion December 2022* LM
- Update the English Riviera UNESCO Global Geopark Management Plan. Estimated completion September 2022 AD
- ~~Identify capital investment to improve the ornamental/festoon lighting at locations other than Paignton and Torquay Seafront. Completed~~ KM
- **REVISED** Obtain Blue Flag status on at least six beaches. Ongoing KM
- ~~Endeavour to create a Beach Management Forum. Completed~~ KM
- Develop and implement a Changing Places policy in order to promote, create and maintain changing places toilets. Estimated completion December 2021 JW
- **REVISED** Identification of a community partner for the future of the Parkfield estate in Paignton and transfer to the community. Estimated completion April 2023 KM

Outline Actions for 2022-2023

- Review existing Beach and Promenade Bye Laws and consider applying for updated Bye Laws. Estimated completion December 2022 KM
- Support the Council's tenants at the Living Coasts site in Torquay and help them identify a long-term solution. Estimated completion October 2022 KM
- **NEW** Develop and begin delivery of new Destination Management Plan to support the visitor economy. Estimated completion October 2022 AD
- **NEW** Develop annual performance review framework for DMP to include visitor satisfaction, value of conference bookings Estimated completion October 2022 AD
- **NEW** Secure the UNESCO Geopark revalidation. Ratified September 2023 AD
- **NEW** Review the car park estate to improve user experience. Estimated completion January 2023AD

Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
To date, no performance indicators have been reported for this section.								
NEW Phil Black	Geopark twitter impressions	214,600	425,800	221,000		230,000	240,000	250,000
NEW Phil Black	Number of events by Torbay Council or on Council land	112	0	50		100	110	115
NEW Phil Black	Torre Abbey admissions footfall	23,313	3,238	12,187		27,500	30,250	33,250

Tackling climate change - Become a Carbon Neutral Council and work with others to create a carbon neutral community - David Edmondson

We will

- Increase recycling rates
- Reduce Torbay's carbon footprint
- Encourage a sustainably developed built environment
- Implement re-wooding and rewilding
- Address flooding risks
- Improve communications and transport connectivity and sustainability

Projects

- **REVISED** Deliver effective tree planting schemes as part of a new three-year funded i-tree 2 initiative, including ensuring continued community participation. Estimated completion March 2023 MR
- **REVISED** Help residents to recycle more of their waste, in particular focussing food waste. Ongoing AD
- **REVISED** Continue to deliver energy saving advice to homes in fuel poverty. Ongoing DE
- Bring electric vehicle charging points to selected car parks in Torbay and develop a plan for longer term implementation. Estimated completion Autumn/Winter 2022 DE
- ~~Commence delivery of the new Carbon Neutral Council Programme, including finalising a new Carbon Neutral Council Policy and Action Plan. Completed DE~~
- **REVISED** Using the feedback from the initial engagement, agree a framework for a future Open Spaces Strategy Estimated completion December 2022 KM
- **REVISED** Obtain planning permission for the development of a solar farm at Brokenbury. Estimated completion November 2022 LM
- **NEW** [Next step] for the development of a solar farm at Nightingale Park. Estimated completion March 2023 LM
- Finalise and adopt Local Cycling and Walking Infrastructure Plan alongside the Local Transport Action Plan and commence delivery of at least £120,000 of walking and cycling/E bike projects. Estimated completion April 2022 DE
- Working with the Environment Agency, communities and businesses, identify a solution to reduce the number of properties at risk from flooding along Paignton and Preston sea fronts. Estimated completion March 2023 DE
- **DELETE** Install £1.8m of energy and carbon saving measures at Torbay Leisure Centre. Estimated completion March 2022 Phil Black
- Co-design with our communities and partners (across the public, private, community and voluntary sectors) a new Carbon Neutral Torbay Action Plan. Estimated completion March 2023 DE
- Issue a guidance document setting out how policies in the Local Plan relate to climate change and how they should be complied with. Estimated completion April 2023 DE
- Set up an Enhanced Partnership between the Council and local bus operators alongside a Bus Services Improvement Plan. Estimated completion Winter 2021/22 DE

Outline Actions for 2022-2023

- Deliver prioritised actions as identified in the Carbon Neutral Council Action Plan, including short and long term plans to explore how to decarbonise our estate, operations, services and council fleets. DE
- **REVISED** - Deliver prioritised actions as identified in the Initial Carbon Neutral Torbay Action Plan, including exploring how to accelerate programmes of support the decarbonisation of our homes, businesses and transport networks DE
- Continue delivery of walking and cycling initiatives as outlined in the finalised Local Cycling and Walking Infrastructure Plan. DE
- Widen delivery of electric vehicle charging points. DE
- Implement proposals set out in the Bus Services Improvement Plan. DE
- Continue to deliver effective tree planting schemes as part of i-tree initiative, including the planting of over 350 over three years. Ongoing MR
- **REVISED** - Maximise the subsidy from the Public Sector Decarbonisation Fund for decarbonising public buildings. DE
- **NEW** Introduce a new charged-for garden waste collection service. MR

Officer	Performance Indicators	Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
Ian Hartley / Ruth Edwards	Residual household waste per household	143kg	136kg	135kg	↓	130kg	120kg	-
Ian Hartley / Ruth Edwards	Percentage of household waste sent for reuse, recycling and composting	40.25%	35.65%	37.10%	↑	45.00%	50.00%	-
Ian Hartley / Ruth Edwards	% of commercial waste recycled	16.74%	25.92%	29.63%	↑	30.00%	-	-
Jacqui Warren	Tonnes of CO2 -Torbay	424,000 tCO2	Due Sept	-	-	Carbon Neutral by 2030. New targets to be established in forthcoming new CN Torbay Action Plan		
Jacqui Warren	Tonnes of CO2 - Torbay Council operations and services	-	-	Baseline data currently being calculated			-	-
Petyo Petrov / Jacqui Warren	£ saved on Torbay Council energy bills	-	-	Baseline data currently being calculated			-	-
Jacqui Warren	Tonnes of carbon sequestered through new nature based projects on council owned land	-	-	Baseline data currently being calculated			-	-
Jacqui Warren	Capital monies spent on flood alleviation and coastal protection schemes	-	-	£158,600	↑	£50,000	£250,000	£500,000
Jacqui Warren	£ secured through various external decarbonisation funds	-	-	£1.836m	↑	Monitoring only		
Jacqui Warren	Total number of passengers journeys on buses in Torbay	7.3m	2.7m	Not available yet	-	5.5m	6.6m	7.4
Jacqui Warren	Number of public electric vehicle charging points installed on council owned land	0	0	0	-	24	50	150
Jacqui Warren	Estimated Cycling as a % of total vehicles (Average at selected count points)	0.81%	0.89%	Not available yet	-	1.5%	1.75%	2.0%
Jacqui Warren	Length of new cycle infrastructure delivered (meters)	-	-	Baseline data currently being calculated			-	-
Jacqui Warren	Number of Council owned buildings that are not going to pass the EPC rating level C.	-	-	113 with D or below. 118 without EPCs	-	Targets to be agreed. As a minimum, and In line with MEES legislation, achieve E rating for all qualifying buildings by 2023 and B by 2030		
Jacqui Warren	Savings made on the Council's energy usage	-	-	Baseline data currently being calculated			-	-

Council fit for the future - Create a culture of partnership between the Council and communities – Matt Fairclough-Kay

We will

- Use technology to drive change
- Promote community resilience
- Become an enabling Council

Projects

- *Implement a Customer Relationship Management system with the first iteration going live in January 2022 and developments over time to increase digital services and encourage channel shift whilst building a supportive digital advocacy service. Funding for this action is to be sought once a preferred supplier is identified. Estimated completion: January 2022. (Revised to Jan 2023) MFK*
- *Agree a robust three-year financial plan to ensure a sustainable future for Torbay Council. Estimated completion October 2021 – (revisited estimate January 2022) MP*
- *Use the Community Fund to support individuals, not-for-profit organisations and small businesses that want to undertake projects which improve the lives of Torbay's residents, as well as the environment of Torbay itself. Estimated completion March 2023 AMB / Kate Spencer*
- ~~*DELETE Through the Community Wealth Building Board, develop a joined-up procurement approach for anchor organisations to make it simpler for local businesses bid for work. Estimated completion January 2022 completed-AD*~~
- ~~*Implement the Performance and Risk Framework to enable the Council to deliver against its priorities and put in place appropriate mitigation against the risks to its ambitions. Completed AMB*~~
- ~~*DELETE Continue to work with the community to deliver the Melville Project aimed at addressing issues of poor housing, use of public open space and concentrated substance misuse problems. Estimated completion April 2022 –Now BAU JW*~~
- ~~*Deliver improvements within the Planning Service ensuring improved responsiveness and accessibility together with a proactive approach. delete deadline DE*~~
- ~~*Work across the Council and with our partners to ensure we are the best Corporate Parents possible. Completed NM*~~
- ~~*Ensure greater focus on being an active partner on a regional basis, including working as part of the Integrated Care System and leading the delivery of the Heart of the South West Coastal Productivity Plan, as we build a positive national profile. Completed AMB*~~
- **REVISED** - In accordance with the Events Strategy, facilitate community events on Council Land. Ongoing. AD
- Review and update www.torbay.gov.uk with a focus on enabling users to self-serve and providing information and data which empowers users. Estimated completion December 2021. (Revised estimate Summer 2022) MFK
- ~~*Develop and deliver the Workforce Plan for the Council with the aim of being an employer of choice within Torbay with inclusive and flexible work practices, leading by example through initiatives such as Kick Start. Completed AMB*~~

Outline Actions for 2022-2023

- **DELETE** Develop the Customer Relationship Management system in order to increase digital services and encourage channel shift to the provided web portal and, concurrently, develop the digital advocacy service to avoid digital exclusion. Duplicated from above
- **DELETE** Prepare the groundwork for a 'care co-op' that would provide a better solution in Torbay for the delivery of services to meet the needs working age adults (primarily those needs pertaining to independent living, integrated into the community). Now BAU
- **DELETE** Embed the Performance and Risk Framework ensuring that the Council is using appropriate data and analysis to drive service change and policy development.
- **DELETE** Using the feedback from our customers, continue to develop www.torbay.gov.uk. to enable digital access to more services. Duplication on other projects.
- Work with partners, including the Torbay Community Development Trust and the ICO, to jointly develop and implement a volunteer strategy for Torbay.
- **DELETE** Submit bids to the Community Renewal Fund and the UK Shared Prosperity Fund.
- **DELETE** Embed our approach to long term financial planning.

Officer	Performance Indicators		Actual 2019/20	Actual 2020/21	Actual 2021/22	Direction Of Travel	Target 2022/23	Target 2023/24	Target 2024/25
Sean Cremer	Agency Staff Cost (excluding schools)		£4,865,773	£4,922,014	£6,377,918	↑	Monitor Only		
Sean Cremer	Variance Against Revenue Budget (projected)		£3,081,000	£-8,825,000	£-77,000	↓	£0	£0	£0
DELETE	Staff sickness – % working days lost as an overall organisation			3.1%	3.7%				
NEW Cilla Wilson	Staff sickness – working days lost per FTE		10.83 days	7.91 days	9.56 days	↑	8 days	8 days	8 days
Vicky Wills	Number of Corporate Complaints received		456	298	443	↑	Monitor Only		
Vicky Wills	Corporate Complaints per 1000 population		-	2.21	3.26	↑	Monitor Only		
Vicky Wills	Number of Corporate Complaints - Dealt with within timescales		83%	33%	49%	↑	90%	90%	90%
Vicky Wills	% of Corporate Complaints upheld / partly upheld		17%	42%	48%	↑	Monitor Only		
Vicky Wills	Number of Freedom of Information (FOI) requests / Environmental Information Requests (EIR) received		469	1484	1709	↑	Monitor Only		
Vicky Wills	Number of FOIs / EIRs - Dealt with within statutory timescales		89%	84%	87%	↑	95% (Stat)	95% (Stat)	95% (Stat)
Vicky Wills	Number of subject access requests (SARs) received		55	133	152	↑	Monitor Only		
Vicky Wills	Number of SARs - Dealt with within statutory timescales		29%	21%	15%	↓	95% (Stat)	95% (Stat)	95% (Stat)
Vicky Wills	SWISCO - Complaints per 1000 population		N/A	0.09	0.81	↑	0.25%	0.2%	0.1%
Vicky Wills	SWISCO - Compliments per 1000 population		N/A	0.10	0.41	↑	Monitor Only		
Andrea Medway	Registration of births - Registered within 42 days		98.4%	79.8%	95.0%	↑	98% (Stat)	98% (Stat)	98% (Stat)
Andrea Medway	Registration of deaths - Registered within 5 days		74.5%	74.6%	39.0%	↓	90% (Stat)	90% (Stat)	90% (Stat)
NEW Nikki Massie Jo Beer	% increase in web transactions (channel shift)		-	-	158,766	-	20% increase	10% increase	5% increase
Justin Carpenter	% of Major planning applications determined:	Without extension of time	-	0.00%	50.00%	↑	33%	33%	33%
		With extension of time	-	50.00%	100.00%	↑	60%	60%	60%
Justin Carpenter	% of Minor planning applications determined:	Without extension of time	-	36.51%	10.53%	↓	40%	50%	60%
		With extension of time	-	80.95%	42.11%	↓	70%	70%	70%
Justin Carpenter	% of Other planning applications determined:	Without extension of time	-	43.58%	39.58%	↓	50%	60%	70%
		With extension of time	-	75.42%	66.67%	↓	70%	70%	70%

Justin Carpenter	Major Planning Appeals (local PI)	Number of decisions	-	4	2	-	-	-	-
		% of decisions overturned at appeal	-	N/A	N/A	-	25%	25%	25%
		Number of appeals	-	0	0	-	-	-	-
		% Appeals upheld in applicants' favour	-	N/A	N/A	-	-	-	-
		% Appeals with split decisions	-	N/A	N/A	-	-	-	-
Justin Carpenter	Minor Planning Appeals (local PI)	Number of decisions	-	63	19	-	-	-	-
		% of decisions overturned at appeal	-	0%	N/A	-	25%	25%	25%
		Number of appeals	-	4	0		-	-	-
		% Appeals upheld in applicants' favour	-	0%	N/A	-	-	-	-
		% Appeals with split decisions	-	25.00%	N/A	-	-	-	-
Justin Carpenter	Other Planning Appeals (local PI)	Number of decisions	-	179	48	-	-	-	-
		% of decisions overturned at appeal	-	0.56%	4.17%		25%	25%	25%
		Number of appeals	-	5	2		-	-	-
		% Appeals upheld in applicants' favour	-	20.00%	100.00%		-	-	-
		% Appeals with split decisions	-	0%	0%	-	-	-	-
NEW Justin Carpenter	Major applications validated (local PI)	% applications validated within 5 working days, from when required information is received	-	-	N/A	-	75%	80%	85%
		Average number of days taken to validate, from when required information is received	-	-	N/A	-	7 days	6 days	5 days
NEW Justin Carpenter	Minor applications validated (local PI)	% applications validated within 5 working days, from when required information is received	-	-	50.00%	-	75%	80%	85%
		Average number of days taken to validate, from when required information is received	-	-	10.75 days	-	7 days	6 days	5 days
NEW Justin Carpenter	Other applications validated (local PI)	% applications validated within 5 working days, from when required information is received	-	-	55.17%	-	75%	80%	85%
		Average number of days taken to validate, from when required information is received	-	-	9.07 days	-	7 days	6 days	5 days

Cabinet Response to the recommendations of the Audit Committee – 2022/23 Target Setting Report

No.	Recommendation:	Cabinet Response:
1.	<p>That the Cabinet:</p> <p>a) reset the targets for:</p> <ul style="list-style-type: none"> • 'Net additional homes provided' and • 'Number of affordable homes delivered' <p>for 2022-2023 to be in line with the current local plan and reviewed for 2023-2024 and 2024-2025</p>	<p>Agree with the recommendations that the target for 2022-23 in respect of the following two indicators should reflect the figures within the current adopted local plan:</p> <ul style="list-style-type: none"> ➤ 'Net additional homes provided' = 600; and ➤ 'Number of affordable homes delivered' = 180.
2.	<p>That the target for the 'Number of families in B&B accommodation longer than 6 weeks this quarter' be set at 0.</p>	<p>Agree that the target of 5 is too many and the Cabinet therefore set a revised target of 2.</p>
3.	<p>That Torre Abbey Admissions Footfall be reviewed as the Audit Committee considers it to be disproportionately high.</p>	<p>The target of 27,500 in 2022/23, 30,250 in 2023/24 and 33,250 in 2024/25 are high, it is therefore agreed that a new target for 2022-23 of 23,500 should be set. This new target would be striving to achieve similar numbers that were achieved in 2019/20, pre-pandemic. A new target for 2023-24 of 20,000 should be set, whilst Torre Abbey will remain open there will be major capital works being undertaken to the Southwest and East wings and the Gatehouse, it is anticipated that this could impact visitor numbers. A target of 27,500 should be set the following year 2024-25</p>

**Officer Scheme of Delegation
Urgent decisions taken by the Chief Executive**

Paragraph 1.21 of Schedule 6 to Part 3 (Responsibility of Functions) of the Council’s Constitution

Report to the Meeting of the Cabinet to be held on 30 August 2022

The Officer Scheme of Delegation states that the Chief Executive may take an urgent decision in relation to a cabinet function (in consultation with the Leader of the Council) that as a matter of urgency any decision in relation to an Executive function shall be taken by him/her in the best interests of either the Council or the inhabitants of the Borough, as he/she considers necessary.

A report detailing the action taken in accordance with the Officer Scheme of Delegation must be submitted to the Cabinet. The table below sets out the details of the action taken:

Matter for decision	Decision taken by	Decision and Alternative Options Considered	Reasons for urgency	Date of decision
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">P 2022 285</p> <p>Torbay Coast and Countryside Trust Funding Extension</p>	<p>Chief Executive of Torbay Council</p>	<p>Decision:</p> <p>As set out in Exempt Appendix 1.</p> <p>Alternative Options Considered:</p> <p>To enable the Council to provide financial support to a local organisation to assist with economic regeneration within Torbay.</p>	<p>The decision was very time constrained and in the best in the best interests of the Council and the inhabitants of the Borough.</p>	<p>11 August 2022</p>

**Anne-Marie Bond
Chief Executive**

15 August 2022

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