

**OVERVIEW AND SCRUTINY BOARD  
(REVISED AGENDA)**

A meeting of **Overview and Scrutiny Board** will be held on

**Thursday, 19 September 2019**

commencing at **5.30 pm**

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

**Members of the Board**

Councillor Howgate (Chairman)

Councillor Brown

Councillor Bye

Councillor Mandy Darling

Councillor Foster

Councillor Heyse

Councillor Kennedy

Councillor Loxton

**Co-opted Members of the Board**

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**A prosperous and healthy Torbay**

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For information relating to this meeting or to request a copy in another format or language please contact:

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Email: [scrutiny@torbay.gov.uk](mailto:scrutiny@torbay.gov.uk)

# OVERVIEW AND SCRUTINY BOARD AGENDA

1. **Apologies**  
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 3 - 8)  
To confirm as a correct record the minutes of the meeting of the Board held on 10 July 2019 and 20 August 2019.
3. **Declarations of Interest**
  - 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. **Urgent Items**  
To consider any other items that the Chairman decides are urgent.
5. **Turning the Tide on Poverty** (Pages 9 - 38)  
To consider a report that supports residents and protects them from falling into poverty and to make recommendations to Cabinet.
6. **Budget Monitoring 2019/20 - Quarter One** (Pages 39 - 65)  
The Board to determine whether to make any comments and/or recommendation to the Cabinet/Council.
7. **Land Release Fund** (Pages 66 - 109)  
To review the current position in relation to the Land Release Fund.



## Minutes of the Overview and Scrutiny Board

10 July 2019

**-: Present :-**

Councillors Brown, Bye, Mandy Darling, Foster, Heyse, Howgate, Kennedy and Loxton

(Also in attendance: Councillors Brooks, Cowell, Steve Darling, Doggett, Douglas-Dunbar, Ellery and Stockman)

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### 1. Election of Chairman

Councillor Howgate was elected Chairman of the Overview and Scrutiny Board for the 2019/2020 Municipal Year.

#### Councillor Howgate in the Chair

### 2. Appointment of Vice-chairman

**Resolved:** that Councillor Kennedy be appointed Vice-chairman of the Board for the ensuing Municipal Year.

### 3. Overview and Scrutiny Lead Members

**Resolved:** that the Overview and Scrutiny Lead Members be allocated the following portfolios:

Councillor Bye – Children’s Services  
Councillor Mandy Darling – Health and Adult Services  
Councillor Foster – Community and Corporate Services  
Councillor Heyse – Place

### 4. Minutes

The minutes of the meeting of the Board held on 28 March 2019 were confirmed as a correct record and signed by the Chairman.

### 5. Budget 2018/2019 - Quarter 4 (Outturn) Monitoring Report

The Board considered the report of the Head of Finance which provided a high level budget summary of the Council’s revenue and capital income and expenditure for the 2018/2019 financial year.

It was noted that, at the end of the year, the Council’s revenue budget was underspent by £0.5 million after the application of the previously reported one-off

funding. This was in the context of the overspend within Children's Services increasing to £5.0 million by the year-end.

The Board raised a number of questions, especially in relation to the situation in Children's Services. It was felt that further consideration of specific areas of spend may be useful, especially as further budget savings would need to be found in the future.

**Resolved:** that members of the Board discuss with the Head of Finance and the Cabinet Member for Finance the level of detail included in future budget monitoring reports and the methodology for reviewing that information.

## 6. Adult Social Care Local Account

The Board considered the draft Local Account for Adult Social Care for 2018/2019 which provided information on the performance of the service over the past year. The Chairman of Healthwatch Torbay attended the meeting and provided the views of his organisation.

The Board highlighted a number of issues including the increase in the number of safeguarding concerns reported, the support available to carers and the perceived lack of progress of the Paignton Health and Wellbeing Centre.

The Cabinet Member for Adult Services and Health invited the Board to provide feedback on the emerging Digital Technology Strategy – an offer which the Board accepted.

**Resolved:** that the Head of Policy, Performance and Community Engagement be authorised to provide a commentary for inclusion within the Local Account based on the debate and discussions at the meeting.

## 7. Overview and Scrutiny Work Programme 2019/2020

**Resolved:** that, subject to including an update on the Housing First project during the autumn, the Work Programme for the Board be approved.

## 8. Climate Change

The Board considered the scope of the Climate Change Emergency strand of the Work Programme. The Chairman reported that he had filmed a short video to be shared as part of the call for evidence and invited any member of the Council to join the associated task-and-finish group.

**Resolved:** that the scope for the Climate Change Emergency strand of the Work Programme be agreed.

Chairman



## Minutes of the Overview and Scrutiny Board

20 August 2019

-: Present :-

Councillors Brown, Bye, Mandy Darling, Foster, Howgate, Loxton and Ellery

(Also in attendance: Councillors Brooks, Cowell, Doggett, S Darling, Long and Morey)

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### 9. Apologies

An apology for absence was received from Councillor Kennedy.

It was reported that, in accordance with the wishes of the Partnership Group, the membership of the Board had been amended to include Councillor Ellery in place of Councillor Heyse.

### 10. Minutes

The minutes of the meeting of the Board held on 10 July 2019 were confirmed as a correct record and signed by the Chairman.

### 11. Safer Together - Devon and Somerset Fire and Rescue Service Consultation

The Overview and Scrutiny Board considered the Devon and Somerset Fire Authority consultation known as Safer Together. The attached report set out its recommendation to Cabinet.

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Chairman

**Report to Cabinet - 3 September 2019**

1. The Overview and Scrutiny Board met on 20 August 2019 to consider the consultation documents produced by Devon and Somerset Fire and Rescue on the proposed options for future service delivery and to form a recommendation to Cabinet as the Council's official response to the consultation known as 'Safer Together'.
2. The Board heard oral representations from the following: Lee Howell (Chief Fire Officer), Glenn Askew (Deputy Chief Fire Officer), Chris Balcombe (Fire Brigade Union Representative), Tara Harris (Assistant Director of Community Services) and Rosemary Martin (Devon Landlords Association). Written representation in support of the consultation was also received from Adel Jones (Director of Transformation and Partnerships, Torbay and South Devon NHS Foundation Trust).
3. Lee Howell and Glenn Askew outlined the proposed six options and the rationale behind the Fire Authority's proposals. These included that the Fire and Rescue was originally designed more than 50 years ago and since then the make-up of communities and the way in which people live their life had changed significantly. The Board was advised that the distribution of stations and resources across the two counties had not changed since the 1940's. It was noted that the geography of Devon and Somerset was changing with the increase in large housing developments in some towns. Moreover, lifestyle changes, such as the introduction of the smoking ban, the oven chip and the mass installation of smoke detectors, had greatly contributed to the reduction in the number of fire deaths and casualties. The Board was advised that prevention work was increasingly a key focus for the Fire and Rescue Service and the representatives explained the different types of preventative technology which could be used and installed in residential and business properties. Mr Howell stated that there was a need to save money but that the proposals were motivated by a desire to reallocate resources more efficiently to take into account the present day context.
4. The Fire and Rescue Representatives confirmed that the proposals would save over £8m, and that 20% of the total revenue savings across the region would come from changes to provision at Paignton Fire Station, which would include the ending of whole-time crewed cover at night. The requirement to make savings was due to a significant reduction in central grant funding from national government which had impacted upon the service as they, like local authorities, do not have the protection of protected funding. They had assessed that increasing the precept in Council Tax was not a realistic option, and therefore significant structural change was needed. The submitted papers showed the demand for, and availability of, fire engines from May 2016 to April 2019 inclusive, the emergency response standards and the revenue/capital savings each of the six options would generate together with prevention and protection proceeds.
5. The Fire Brigade Union Representative, Chris Balcombe, outlined the concerns the Union had highlighted with the consultation. He stated that the statistics provided in the

consultation information only included firefighters' attendance at Road Traffic Collisions and fires in domestic dwellings. It did not include all the rescue work firefighters undertake, including fires on commercial property and open ground, medical support incidents, farm incidents and flood rescues. In particular Mr Balcombe referred to peoples' lifestyle choices and the difficulties the Fire and Rescue Service face in engaging with communities in deprived areas in their preventative work. This had particular relevance to Torbay where there were a high number of Houses of Multiple Occupation (HMOs) with a large proportion of transient or short-term rentals. The Union had also voiced concerns over the proposals with regard to the absence of detail behind many of its assumptions. Essential elements such as pay, and other terms and conditions were not available, which made it difficult to assess the effect of these proposals on the recruitment and retention of on-call firefighters.

6. The Assistant Director of Community Services, Tara Harris, praised the partnership work the Council carries out with the Fire and Rescue Service and highlighted to the Board that one in four people living in Torbay were over the age of 65, a group which is deemed as high risk. Mrs Harris explained that Torbay has a significant number of large care homes and that Torbay is a popular visitor location. Therefore during peak season the number of people in the bay is significantly higher. Mrs Harris explained that Torbay also had a high number of privately rented accommodation and prevention work with this sector is of utmost importance. Mrs Harris referred to a number of recent fires in Torbay and stated that there didn't appear to be a pattern surrounding their circumstances. The Board was further advised that the support provided by the Council after a fire can have an impact on services for a significant period of time.
7. Rosemary Martin from the Devon Landlords' Association outlined the difficulties landlords' encounter, which begins with the condition of older properties at purchase as frequently these properties are not compliant with Fire Regulations. She gave examples of the difficulties caused by some tenants who experienced health issues which posed greater fire risk to themselves and neighbours, especially in the context of HMOs. She underlined landlords' concerns with slower response times should any of the proposed options be implemented.
8. The Board reflected and debated the information provided to them, both in writing and orally. The six options in the Safer Together proposals were discussed, with the Board reaching consensus that all of the options were likely to mean a significant deterioration in the quality of service residents in Torbay were likely to receive. The Board formed the following recommendation (in paragraph 9) to the Cabinet. On being put to the vote, the motion was declared carried unanimously.
9. The Board recommends that:

The Leader of the Council responds to the consultation before the closing date of 22 September 2019.

The Overview and Scrutiny Board recommends to Cabinet that the 6 options as proposed by the Devon and Somerset Fire Authority in their consultation document Safer Together be rejected. That members of the Fire Authority representing Torbay

be instructed to vote against these options and support any option to maintain the status quo of fire cover in the bay and open discussions with the Fire Service to explore improved resilience in a more clear and concise way.

This Council having considered the current consultation being run by Devon and Somerset Fire and Rescue Service feels that:-

The Options proposed do not provide sufficient detail for the improvements claimed, particularly information on how the on-call system would be improved, how extra prevention and protection will be achieved, or how much would actually be re-invested into the service.

It fails to recognise the excellent work Firefighters already do to prevent injuries, building damage and environmental damage, and to respond to all types of incidents.

This Council feels that the data given in the consultation is flawed and has an unachievable expectation, in that there is an assumption made that after the cuts, all assets will be available at all times, giving the false impression that the risk of fire deaths will reduce if the proposals are agreed, whereas statistically it is likely that risk would increase.

The revised attendance times make no reference to properties that may be disadvantaged by the proposed changes.

It should also be noted that if the proposals were to be adopted, around one third of the residents of Devon and Somerset, over 600000 people, will see a slower response from the Fire and Rescue service at certain times of the day.

The Overview and Scrutiny Board fully supports the work the Fire and Rescue Service undertake in their prevention work within Torbay and urges the Fire and Rescue Service to undertake more enforcement action with businesses who are non-compliant with the appropriate fire regulations and to work with Community Services to achieve this.

As such this Council calls upon Devon and Somerset Fire and Rescue Service Authority members to reject in full the options proposed.



# Turning the Tide of Poverty

## Opportunities and Challenges



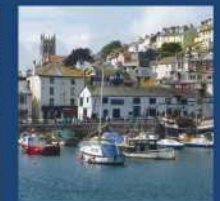
*It is the conditions in which people are born, grow, live, work and age, and inequities in power, money and resources that give rise to inequities in conditions of daily life.*



[www.torbay.gov.uk](http://www.torbay.gov.uk)

# Agenda

- The size of the **challenge** – Deprivation and Poverty in Torbay and why it matters.
- **Opportunities** to address poverty, deprivation and inequality
  - What we are already doing and possible next steps
  - Placed based planning; a tool for success?
- Questions for debate



# The Size of the challenge

Poverty is the gap between resources and needs. The impacts of living in poverty include poor physical and mental health outcomes, social isolation, inadequate housing conditions and poorer educational outcomes. These can all affect of quality life and overall life expectancy.



21.2% of children in Torbay live in low income families compared to 17% in England (aged <16 in 2016). Around two thirds of these children have at least one parent in work.



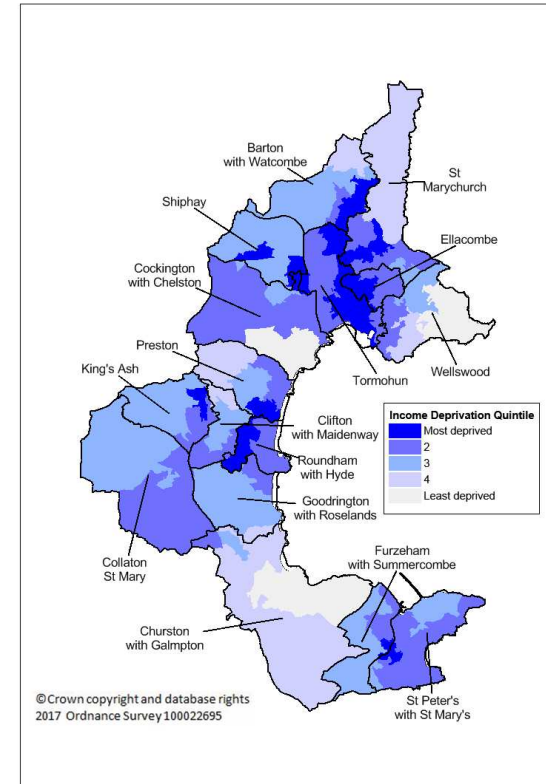
19.8% of older people in Torbay live in income deprivation compared to 16.2% in England (IDAOPi IMD 2015).



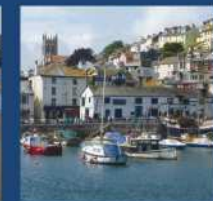
An estimated 11% of Torbay households live in fuel poverty (2016).



32.3% of Torbay residents live in the 20% most deprived areas in England (IMD 2015).

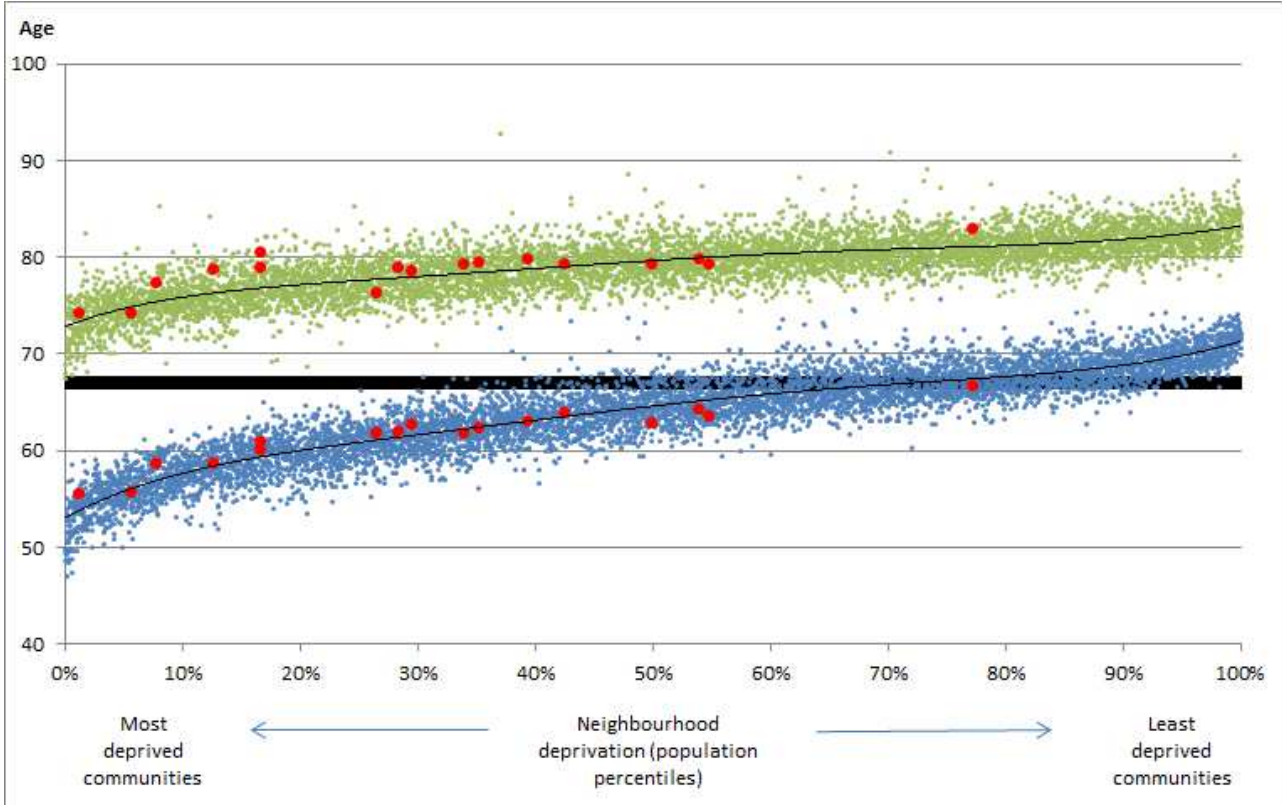


Income deprivation in older people



# Life expectancy and disability free life expectancy (DFLE) at birth, males by neighbourhood income level, England, 2009-2013

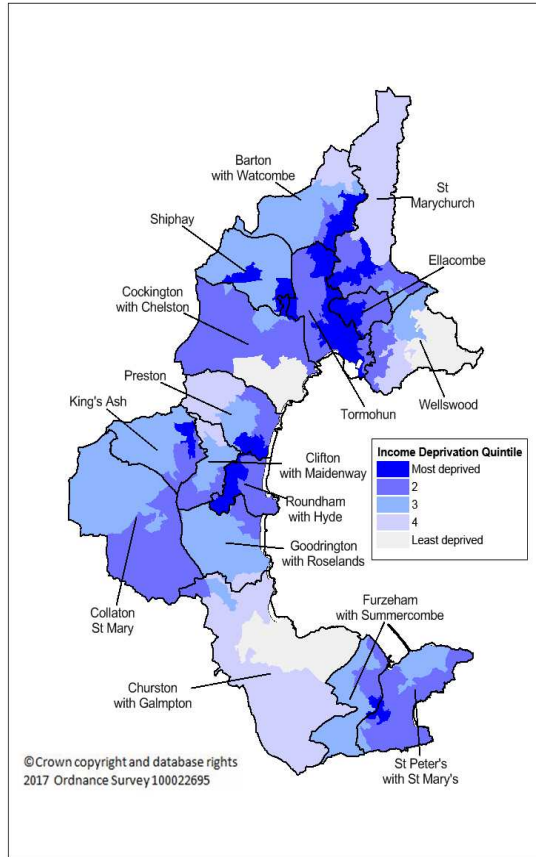
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On average, the more deprived populations in Torbay can expect to live their last 19 years of life with a disability compared to 13.5 years for those in the least deprived population, and still expect to die around 8 years earlier.



# Coastal towns



- 5 of the 10 LAs with lowest average employment pay are coastal and £3,600 pa lower in 2016
- 5 of 10 LAs with highest unemployment rates coastal
- 10 of 20 with highest proportion in poor health were coastal
- Educational attainment lower
- Outward flows of young people, and higher over 65s and over 85s
- Highest proportion of rented accommodation in SW of varying quality.



# Variation across the bay

Churston With  
Galampton  
11.4%



% Children in low income families

Barton With  
Watcombe  
27.8%



16.9%



% of pupils eligible for pupil premium

36.5%



77



Admissions for unintentional & deliberate injuries (0 to 14)

125



233



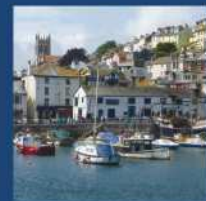
Premature death rate

372



## Why this matters to the system

- Proportionately, people in Torbay's more deprived communities spend a larger amount of their life in need of some increased level of support.
- At a national level, it is estimated that the cost of inequality in illness accounts for productivity losses of around £32 billion per year. Proportionately, in Torbay this could represent a cost of inequality in illness of around £75 to £80\* million per year. That would include lost taxes, higher welfare payments and higher NHS healthcare costs.

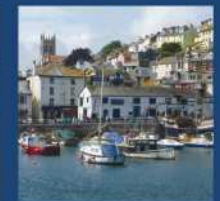


# Opportunities to Turn the Tide

## The Marmot framework - *Fair Society, healthy lives*

Aims:

- **Create an enabling society that maximises individual and community potential**
- **Ensure society justice, health and sustainability are at the heart of policies**



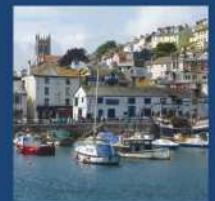


## 6 Policy areas to focus on.

1. Give every child the best start in life
2. Enable all children and young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure healthy standards of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role of ill health prevention



# What are we already doing?



# 1. Give Every Child the best start in life :

## 0 – 19 Commissioning

- Service re-design focusing on prevention and identification
- Joined up working with a community focus

## Special Educational Needs

- Development of new local provision to support SEND pupils

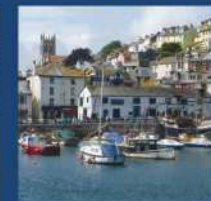
## Supporting Troubled Families agenda

- Targeted interventions for families with multiple problems
- Targeted help panel working with partners to address need to prevent escalation.

## Targeted help / Family intervention service

- Whole family approach to address emerging problems

## Child in Need focus based on principles of ‘Strengthening families approach



# Next steps .....



# 2: Enable Children and young People and adults to maximize their capabilities and have control over their lives

## Local Education Board

- Implementation of the Disadvantaged Strategy
- Focused work with identified schools on closing the attainment gap for vulnerable pupils.
- Development of the Torbay Promise, linked with the early years social mobility agenda

## Youth Offending team

- Focus on prevention work with young people and parents
- Focus on Speech and language specialist identifying needs and support improved outcomes

## Trauma network - Embrace

## Work in schools

- Healthy Learning project
- PHSE

## Support to emotional resilience in Children and Young People

- Work in school to identify and address self-harm
- Emotional support within schools



# Next Steps .....



# 3: Create fair employment and good work for all (Inclusive Growth and Good work for all)

- Ready for Work
- Torbay Jobs Fair
- Apprentice fair
- Ready for Work
- Local Wealth Building
- SEND service; post 16 internship programme and NEET support
- Colleges and Schools; Curriculum design work for local employment
- Torbay Council staff well-being programme
- Business support and regulator services; protection of employees through advice and enforcement.



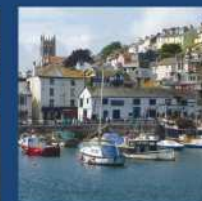
# Next steps.....





## 4: Ensure a Healthy Standard of living

- **Financial assistance to vulnerable households**
  - Crisis Support, DHP, Hardship Fund, Council Tax Support Scheme, Section 17 payments, food parcels, Disabled Facility Grants.
  - Assistance for secure accommodation through Deposit Bond Scheme
  - Some debt advice, work with Trading Standards around Loan Sharks.
- **Complexity**
  - Holistic approach
  - Housing First model
  - Street Homelessness
  - Reducing offending and reoffending
  - Domestic Abuse and Sexual Violence
  - Tackling Exploitation – Modern Slavery, County Lines etc



# Next steps .....



# 5: Create and develop healthy and sustainable places and communities

## ➤ Affordable Housing

- Improve the quality of accommodation in Private Rented sector.
- Targeted enforcement activity

## ➤ Fuel Poverty

- Normal operational activity
- ECO3
- Local Energy Advice Partnership

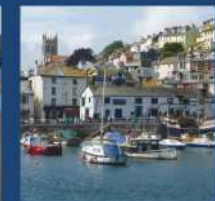
## ➤ Prevention of Homelessness

## ➤ Climate change including sustainable transport system

## ➤ Planning and regeneration

- Supplementary planning document
- Health and care protocol

## ➤ Trading Standard



# Next steps.....



## 6: Strengthen the role and impact of ill health prevention

- **Preventative focus within service re-design**
  - Council commissioned services
  - Care Homes
  - Integrated model of care eg talking points
  - Social prescribing
  - Emotional health promotion
- **Influence locally for a strengthened role of prevention**
  - Prevention within all directorate plans across the TSDFT – acute and community
  - Increased funding and programmes around prevention within the STP



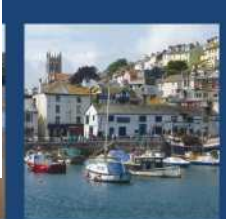
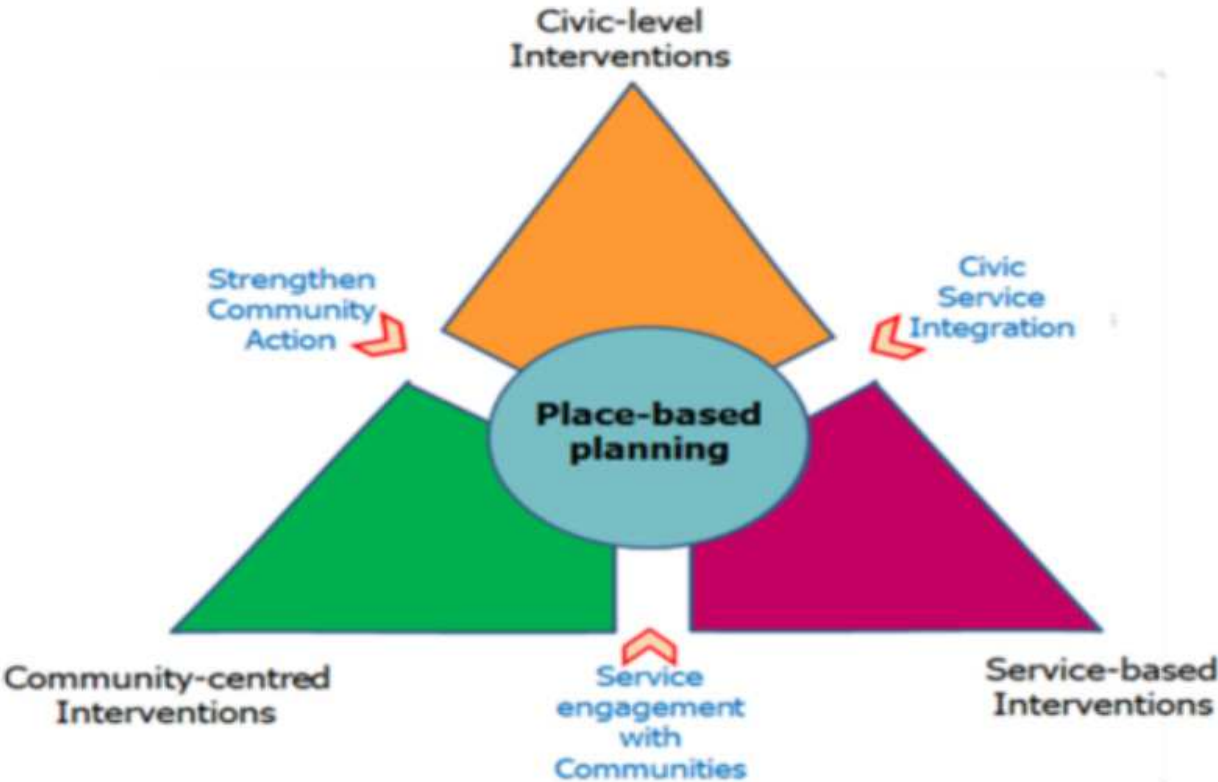
# Next steps.....



# Future opportunities : Place based planning?

*A way of working? The key to success...*

## Components of the Population Intervention Triangle



# Possible tools

Civic level	Service based	Community centered
<ul style="list-style-type: none"> <li>• Review of current policy and strategy – economic growth to inclusive growth</li> <li>• Legislation – regulation, licensing, by-laws</li> <li>• Fiscal measures – incentives and disincentives</li> <li>• Economic development and job creation</li> <li>• Spatial planning</li> <li>• Welfare and social care</li> <li>• Community safety</li> <li>• Communications</li> <li>• Impact as an employer</li> <li>• Statutory Public Health responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Population focused</li> <li>• Workforce and culture change – self-directing teams</li> <li>• Targeting</li> <li>• Re-design to address access and take-up</li> <li>• Integration</li> <li>• Holistic – focus on drivers of poverty</li> <li>• Focus on effectiveness and cost effectiveness</li> <li>• Engaged and involved public</li> <li>• Addressing complexity</li> </ul>	<ul style="list-style-type: none"> <li>Asset Based</li> <li>Community Development</li> <li>Volunteering and peer support</li> <li>Co-production</li> <li>Community Hubs</li> <li>Collaboration and partnerships</li> <li>Community based commissioning</li> <li>Local Governance</li> <li>Neighborhood planning</li> <li>Job creation</li> <li>Social enterprises</li> </ul>

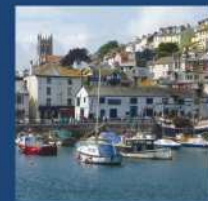


# Principles of place based working;

1. Needs to be underpinned by;

- Strong leadership
- Effective partnership
- Joint vision and credible strategies

2. Needs Work at the interface between the segments



# Partnership work and leadership

## Partnerships

- ✓ STP / ICS
- ✓ Local care Partnerships
- ✓ Primary care networks
- ✓ Health and Well-being Boards
- ✓ Community safety Partnership
- ✓ Children and young people partnership
- ✓ Torbay Together
- ✓ Local Enterprise partnership

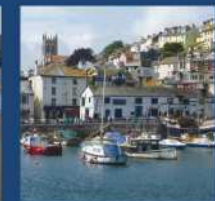
## Strategies

- Sustainability and Transformation Programme
  - Focus on deprivation
  - Increase emotional resilience
  - Address inequalities of outcomes across Devon
- South Devon and Torbay
  - Focus on inequalities into work
- Social Prescribing
  - Support for people with multiple complex needs (Croft Hall)
- Asset Based Community Development
  - Community builders
  - Local Spark and social enterprise
  - Communities in Practice and community grants



# Working at the seams

## Components of the Population Intervention Triangle



## In summary

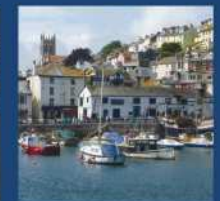
- We are already doing a lot across the 6 proposed areas of work but could do more.....
- Already have in place many of the success factors; good partnership working, some great placed based schemes and a shift to targeted work. And, we are beginning to work at the seams.
- Lots to build on SO – **What's the next step ?**

What is a reasonable response that a small coastal unitary, cash strapped authority can make?



# SIX Questions

1. Do you agree with the assessment of the current level of challenge?
2. What else would you like to know to understand this better?
3. Do you agree with the 6 areas for action and is there anything missing?
4. Do you agree with the opportunities and principles of placed based working?
5. What areas and policies do you feel we do not currently already have adequate plans for either as a council or within a partnership?
6. How will you decide what to prioritise and how will you take this work forward?



# Next Steps

Who does what ?

- Role of Torbay Council
- Role of Torbay Together
- Role of the HWBB
- Role of the LEP
- Role of the TDA





**Meeting:** Overview & Scrutiny

**Date:** 19<sup>th</sup> September 2019

**Wards Affected:** All Wards

**Report Title:** Budget Monitoring 2019/20 – Quarter One

**Is the decision a key decision?** No

**When does the decision need to be implemented?** n/a

**Cabinet Lead Contact Details:** Darren Cowell  
[Darren.cowell@torbay.gov.uk](mailto:Darren.cowell@torbay.gov.uk)

**Supporting Officer Contact Details:** Sean Cremer, Deputy Head of Finance  
[Sean.Cremer@Torbay.gov.uk](mailto:Sean.Cremer@Torbay.gov.uk), 01803 207553

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## 1. Purpose and Introduction

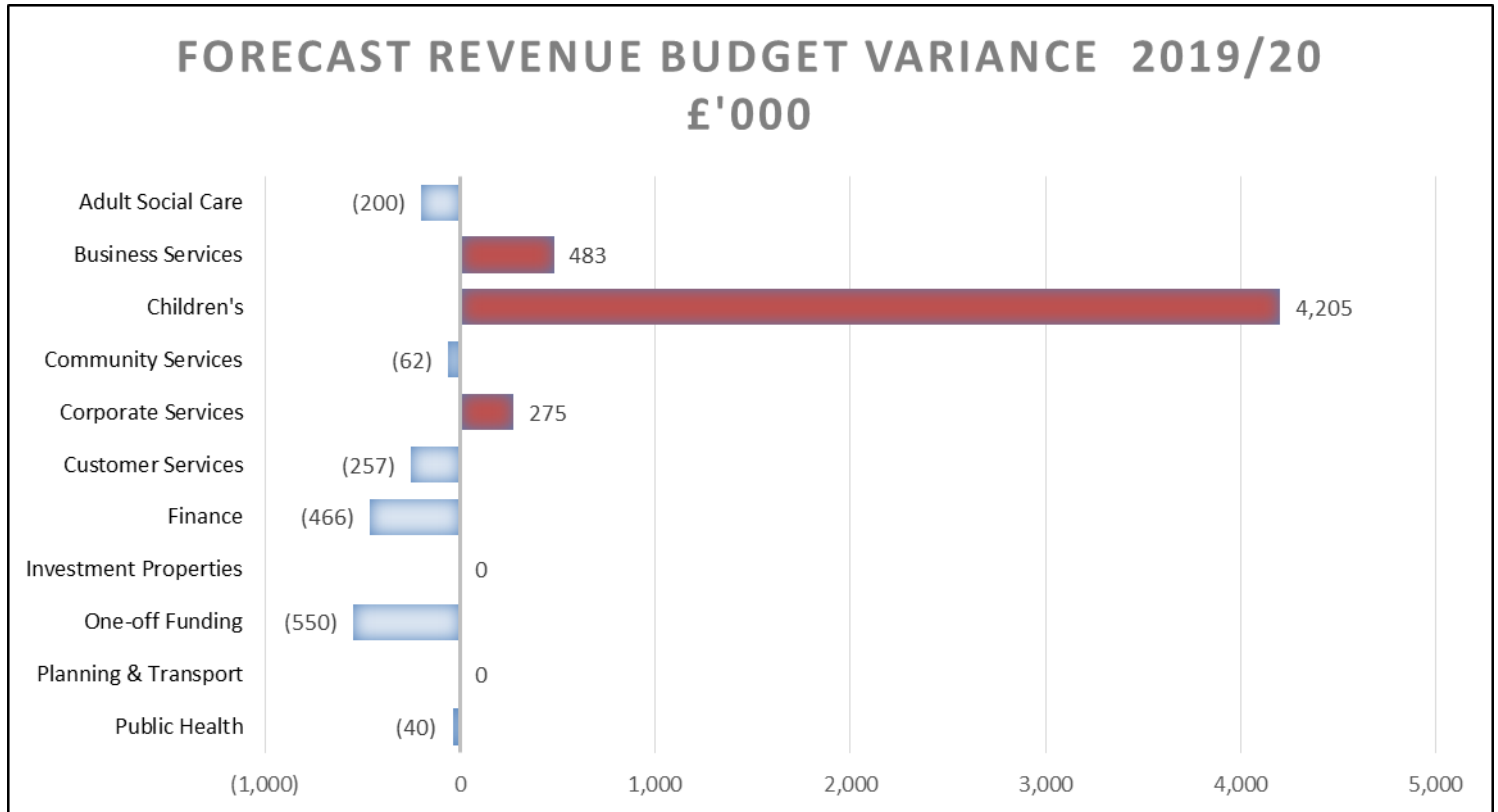
- 1.1. This report provides a high level budget summary of the Council's forecasted revenue and capital income and expenditure for the financial year 2019/20. This quarter report 1 is based on figures reported as at 30<sup>th</sup> June 2019.
- 1.2 The Council's **Revenue** budget is under significant pressure. There are continued pressures within Children's Services and the service is forecasting an overspend at Quarter 1 of £4.2m. This position requires mitigating actions to be undertaken. The required actions have been identified but need to be achieved. If the mitigating actions are achieved, then the Council will have an underspend of £0.2m. If the mitigating actions are not achieved, then the overspend would be in excess of £2m.
- 1.3 In order to contain overall spend to within the 2019/20 agreed budget mitigating action has been approved by the Council's Senior Leadership team. More detail on the mitigating action is available in section 4 of this report.
- 1.4 The **Capital Plan** budget totals £367.3m for the 4 year programme, with £78.6m currently scheduled to be spent in 2019/20, including £30m to enable Investment Fund opportunities, £2.3m on the Western Corridor and £24m on various Regeneration projects but still requires £2.3m from capital receipts and capital contributions over the life of the Capital Plan.

## 2 Recommendation (s) / Proposed Decision

- 2.1 That the Overview & Scrutiny Board notes the revenue outturn position and mitigating action identified and make any comments and/or recommendations to the Cabinet.

### 3 2019/ 20 Revenue Budget Summary Position

3.1 The below graph shows a visual breakdown, highlighting budget variance for each service



#### Children's Social Care

- 3.2 There is continued pressure within Children's Social Care. Despite a £4.4m budget increase for 2019/20 Children's social care is forecasting a £4.2m overspend. This follows a previous increase of £3m as part of the 2018/19 budget.
- 3.3 The main pressure area is Looked After Children (LAC). Over the last 12 months the overall LAC numbers have remained relatively stable around 355-360. However, within this headline figure the mix of placements has seen an increasing number of residential placements. In addition due to complexity of need the average cost of residential placements has been increasing.
- 3.4 There remains a significant risk around any further increases in the number of residential placements. These are the highest cost placement type, where typical costs per child are between £5 – 10k per week. The figures reported in this report for quarter 1 2019/20 factor in individual plans for the children who are currently looked after. Increases to placement numbers without a reduced demand elsewhere would further increase the service overspend as would any extensions of placements where there are planned end dates.



3.5 Whilst not factoring into the figures set out in 1.2 above, it is important that Members are aware that since the quarter 1 figures were prepared there have been material increases to the forecast, As at the end of period 4 the forecasted spend on residential placements for 2019/20 has increased by a further £830k. The table below outlines the main movements.

Reason for variation	No.	Weekly impact	2019/20 Financial impact
New cases	3	£19k	£539k
Move from fostering to residential	3	£9k	£359k
Residential cases stepped down	1	£3k	£108k
Revised residential packages	3	£2k	£71k
Extension of placement length	2	£10K	£222K
Reduction of placement length	3	£11K	£130K

3.6 Of the reasons listed above, preventing the breakdown of existing foster placements, resulting in a move to residential and the extension of placements due to the inability to return the child to a family based setting must be a priority for action in order to recover the financial position of Torbay Council.

3.7 An in year recovery plan has been prepared with the intention of addressing the growing demand and cost pressures faced by the service. The plan commits to the delivery of improvements to;

- 1) Sufficiency of local placements,
- 2) Use of residential placements
- 3) Recruitment and retention

3.8 The recovery plan is being overseen by the Chief Financial Officer, who is chairing a weekly meeting comprising of the Chief Executive, Director for Children’s Services and the Director of Corporate Services.

3.9 The actions identified on the recovery plan are vital to ensuring service delivery improves and in turn the financial position is initially stabilised and, in time improved upon. The successful delivery of this recovery plan depends upon effective collaboration across services.

3.9 As mentioned in paragraph 3.4 the revised forecasts are based on the current children’s plans (as at July). The below table outlines the number of residential placements expected to end before 31<sup>st</sup> December 2019. Any extension of these will cause further financial pressure.

Month	No. Placements due to end
August	5
September	0
October	2
November	1
December	3

*Note, of the above placements 2 are due to end as a result of the child turning 18.*

#### Higher Needs Block – Special Education Needs

- 3.10 The schools' higher needs block in the Dedicated Schools Grant (DSG) has been under financial pressure as a result of an increasing level of referrals from schools for higher needs support for children. For 2019/20 there is a forecast overspend of £1.0m. The Council does not receive any funding for schools therefore the over spend will remain in the DSG to be funded in future years and is not a cost that the Council will fund. The cumulative deficit balance brought forward from 2018/19 was £2.7m. As a result the DSG reserve is forecast to be a £3.7m deficit by the end of 2019/20. The Spending Round announced in September allocated £700m nationally to support Special Education needs. Torbay's allocation for 2020/21 is yet to be announced.

#### Approval of £100m Economic Growth Fund

- 3.11 At Council on July 18<sup>th</sup> 2019 approval was given to establish a £100m Economic Growth Fund enabling up to £100m of prudential borrowing. This fund has been established in order to progress a range of capital projects for the economic growth and regeneration within Torbay. The cost of borrowing is to be funded from the future income streams from the projects. The criteria for use of the Torbay Economic Growth Fund are shortly to be considered by Cabinet.

#### Authorisation to increase the Investment and Regeneration fund to £300m

- 3.12 At Council on July 18<sup>th</sup> 2019 authorisation was given to increase the Investment & Regeneration Fund by a further £100m. This increases the total fund to £300m. The Council also set the investment boundary to the Greater South West peninsula and the Functional Economic Market Area (FEMA).
- 3.13 TDA are actively identifying investment opportunities which will be presented to Cabinet for a decision as to whether or not to progress. The final purchases are subject to due diligence checks, including independent valuations.

## Service Budgets a

3.14 The budget position for each service is shown in the table below:

Torbay Council Revenue Q1 2019/20	Budget £000s	Forecast £000's	Variance £000's
1. Adult Social Care	38,747	38,547	(200)
2. Business Services	15,140	15,623	483
3. Children's Services	40,697	44,902	4,205
4. Corporate Services	1,458	1,733	275
5. Community Services	2,871	2,809	(62)
6. Customer Services	2,484	2,228	(257)
7. Finance	(8,723)	(9,189)	(466)
8. Investment properties	(3,685)	(3,685)	0
9. Planning and Transport	12,557	12,557	0
10. Public Health	9,822	9,782	(40)
<b>Revenue total</b>	<b>111,367</b>	<b>115,307</b>	<b>3,938</b>

Mitigating Actions	£'000
11. Use of CSR Reserve	(550)
12. Target savings to be identified through a moratorium	(1,383)
13. 2020/ 21 savings brought forward	(960)
14. One off funding	(1,217)
<b>Net Variance</b>	<b>(172)</b>

3.15 A narrative of the position in each service area is as follows

### 1. Adult Social Care - Underspend £200k

The majority of this budget is spent against a fixed contract with the ICO. Within the remaining discretionary budgets there are a number of identified savings which have been offered to mitigate the in year financial position for the Council.

### 2. Business Services – Overspend £483k

There are emerging budget pressures within car parking which is forecasting an underachievement of income of £271k. This forecast may vary further depending on the

financial performance of the car parks over the summer months. There are also pressures within Resort Services which is forecasting an overspend of £52k.

### 3. Children's Services – Overspend £4.2m

At the end of quarter 1, the main pressures within Children's Services is in relation to Children's Safeguarding. There is a forecast overspend of £3.9m associated with placements. The service is also facing high levels of vacancies resulting in a forecast overspend against agency staff of £0.7m. These overspends are partially offset by £0.5m Troubled Families grant. As referenced in paragraph 3.5 since the quarter 1 figures were produced, there has been material increase to the outturn, and this will be formally reported in the Quarter 2 report.

### 4. Community Services – Underspend £62k

There are a number of vacancies across this service area.

### 5. Corporate Services – Overspend £275k

Legal services are forecasting a £170k overspend. This is in part due to use of agency staff to fill vacancies which have been necessary to meet the caseload requirements of the organisation, namely Children's and Adult Social work. There is also an expected £80k shortfall on income throughout the service.

### 6. Customer Services – Underspend £257k

The printing service remains a cost pressure with an anticipated overspend of £150k. Mitigating savings have been identified across Revenues and Benefits resulting in an underspend of £239k. Within IT there is a forecast underspend of £135k brought about by revised timescales to recruitment and delays to previously planned spend.

### 7. Finance – Underspend £466k

As part of setting the 2019/20 budget a £300k contingency was established in response to known pressures which were not funded as part of the core budget. The Council's S151 officer has now released this in order to offset the overall council position which contributes to an underspend of £466k.

### 8. Investment Properties – Breakeven £0k

Overall Investment properties is forecast to break even.

### 9. Planning & Transport – Breakeven £0k

No material variances

### 10. Public Health – Underspend £40k

No material variances

## **4 Mitigating actions**

4.1 The projected overspend within revenue before the application of all mitigating actions is £3.938m. In order to address this, a number of mitigating actions have been agreed by the Council's Senior Leadership Team (SLT).

### 1. Use of CSR Reserve – £0.55m

As detailed in the 2018/19 Q4 finance report, the £550k underspend was transferred to

the Comprehensive Spending Review Reserve in order to be released in 2019/20 for issues in Childrens' Social care.

#### 2. Target savings to be identified – £1.383m

SLT were tasked with identifying additional in year savings totaling £1.89m to offset the overall financial position through a combination of identified reduction in expenditure and a moratorium on expenditure. At the end of Period 3 there was £1.383m still to be identified, which is therefore a risk. The achievement of these savings remains a standing item on the SLT agenda.

#### 3. 2020/ 21 Savings brought forward – £0.960m

A number of savings previously identified for delivery in 2020/21 are being brought forward. The achievement of these savings does not require cessation of services and are not matters which require a Council decision. £0.825m of the savings are achieved through reviews of recharges to capital, maximisation of grant funding, and the application of the revised and approved MRP calculation.

#### 4. One off funding – £1.317m

The final step for mitigation of the forecast variance is the utilisation of a number of one off funding streams, drawing down on unrestricted balances which have been built up through previous underspends. This also includes additional use of the Comprehensive spending review reserve of £0.847m which is in addition to item 1 above. This will reduce the projected balance on this reserve to the target minimum level of £2m. Should the financial position improve during the year, these one off funding items will be returned to reserves.

- 4.2 In respect of the application of the moratorium, in keeping with last financial year the Chief Finance Officer has arranged additional scrutiny in order to monitor and challenge all orders and contracts placed by officers across the Council.

### **5 Spending Round – September 2019**

- 5.1 The Chancellor announced a one year (2020/21) Spending Round on 4 September 2019. The implications for Torbay Council will be included in the 2020/21 budget proposals. In summary the totals for public sector expenditure were very different to the totals being indicated by the previous Government earlier this year. Specific detail for Torbay will be announced over the next few months with the Local Government Finance Settlement expected early December.

- 5.2 A few key headlines include:

- No funding reduction for local government
- Inflationary increase on Councils' funding baseline
- Council Tax referendum limit to be set at 2% and MHCLG will consult on an additional 2% council tax precept for adult social care
- £1 billion extra nationally for social care (adults and childrens)
- Majority of grants received in 2019/20 will continue into 2020/21 including BCF, IBCF, Troubled Families, Flexible Housing, New Homes Bonus and the 2019/20 one off social care grant

- MHCLG have announced the deferral to 2021/22 of the proposed changes to the NNDR retention system and Council funding formula.

## 6 Risks & Sensitivity

6.1 There are a number of financial risks facing the Council as shown below:

Risk	Impact	Mitigation
Delivery of approved savings for 2019/20	Medium	Further to regular budget monitoring for all budget holders, the Council's Senior Leadership Team receive monthly updates on the 2019/20 position including a savings tracker for each of the approved savings.
Delivery of Children's Services cost reduction plan	High	Weekly meetings have been convened to monitor the current rate of delivery against the identified actions from the recovery plan.
Identification, and achievement, of £18m of savings for 2020/21 to 2022/23 per Medium Term Resource Plan March 2019	High	Finance colleagues are working with the transformation team coordinate the implementation of potential transformation savings.  Senior Leadership Team and Cabinet will need to consider options for future years.
Unable to recruit staff and need to use agency staff.	High	Recruitment & retention of Social Work staff, particularly in safeguarding is one of the core priorities for the Senior management team within Children's Services.
Pressure achieving income targets in some services	Low	A small number of services are not meeting their income targets (which increase by 3% each year).
Additional demand and cost pressures for services particularly in children's social care	High	2019/20 Budget monitoring, use of service performance data and recovery plan.
Investment Property Income changes	Low	Regular review of income and tenant negotiation

## 7 Balance Sheet

### Council Subsidiary Companies

- 7.1 The Council has interests in a number of companies. The financial performance for 2018/19 of these companies is included in the Council's statement of accounts (link below). <http://www.torbay.gov.uk/council/finance/statement-of-accounts/>
- 7.2 All of these companies form part of the Council's group boundary, therefore Members should be aware of the assets and liabilities of these companies.
- 7.3 In April 2019 the TDA, a Council subsidiary, acquired the shares in C&A Consultancy Limited.
- 7.4 The Council has also established Torbay Education limited (for the Medical Tuition Service) and a company for the future service delivery currently provided by TOR2.

## 8 Debtor – Write offs

- 8.1 The total value of debtor “write offs” in quarter 1 of 2019/20 were

Service	Number of records written off	Value of write offs £000's
Council Tax	680	152
NNDR	24	188
Housing Benefit	44	22

- 8.2 EXEMPT Appendix 2 contains details of write offs over £5,000
- 8.3 As at 30th June 2019, the total percentage of the current year liability collected was:

Collection Fund	2019/ 20	For the same period in 2018/19
Council Tax	28.46	28.18
NNDR	30.99	31.58

## 9. Capital Plan Summary Position

- 9.1 The Capital Plan budget totals £367.3m for the 4 year programme, with £78.6m currently scheduled to be spent in 2019/20, including £30m to enable Investment Fund opportunities, £2.3m on the Western Corridor and £24m on various Regeneration projects but still requires £2.3m from capital receipts and capital contributions over the life of the Capital Plan.
- 9.2 The spend profile for the Capital Plan is included in Appendix 2
- 9.3 Of the £2.3m funding requirement for Capital receipts, £0.4m has been received by the end of June 2019, leaving a balance of £1.9m still to be realised from both capital receipts and capital contributions. It is only after this target has been reached that any capital receipts should be applied to new schemes.
- 9.4 As the target income for capital receipts and capital contributions are required to meet existing Council commitments, it is important that any capital income raised is allocated to existing commitments and not used to support additional expenditure on new schemes.
- 9.5 The movements in the estimate of expenditure in 2019/20 on the Capital Plan between the last monitoring report at February 2019 of £90.8m and the current approved budget for 2019/20 of £78.6m are shown below. Please note the format of this table shows schemes ordered by Council's Targeted Actions, as is Appendix 2.



## 10. Updates to Capital Plan

Scheme	Variation in 2019/20	Change £m	Reason
2019/20 profiled spend as at Q3 2018/19		90.8	Capital Plan Update – 2018/19 Quarter 3 (Report 7th Feb 2019)
<b>Budget changes since last report (Q3 2018/19)</b>			
Scheme budgets brought forward from 2018/19 and year end adjustments.	Re profiled to 2019/20	27.2	For details see 2018/19 Capital Outturn report (Cabinet 23 July 2019)
	<b>Total</b>	<b>118.0</b>	
<b>Protecting Children</b>			
Brunel Academy Vocational Classrooms	Reprofiled budget	(0.4)	Part budget transferred to 2020/21
School Condition (Capital repairs & maintenance) 19/20	Additional resources	0.4 (0.2)	New Government grant allocation Allocation to PCSA (Council Jan19)
Devolved Formula Capital	Additional Government grant allocation	0.2	2018/19 ringfenced grant allocation
	New year allocation	0.1	2019/20 allocation
Special Provision Fund	Additional Government grant allocation	0.2	Additional 2018/19 Government grant allocation
PCSA additional places	Additional funding	0.2	Transfer budget allocation from School Condition 2019/20 grant
Torbay School Relocation (now for Burton Academy expansion)	Rephase budget	(0.2)	Part budget transfer to future years
	<b>Total</b>	<b>0.3</b>	
<b>More Prosperous Torbay</b>			
Claylands Redevelopment	Rephased budget	(6.5)	Latest review of estimated expenditure
Edginswell Business Park	Budget moved	(3.5)	Site being marketed for potential tenants.

Investment Fund	Budget rephased	(15.0)	Transfer to future years based on latest information
Land acquisition from TCCT	Final cost of scheme	(0.1)	Purchases completed
TEDC Loans	Transfer budget to next year	(0.6)	Part budget moved to 20/21
Town Centre Regeneration	Budget moved to future years	(10.0)	Expenditure likely to be incurred from next year.
- Harbour View hotel		(4.7)	Transfer to next year
- Retail Units	New scheme	17.1	Council approved acquisition
Transport – Highway Structural Maintenance	Additional budget	0.2	19/20 Incentive element allocation
		0.1	Additional Pothole Action Fund
		(0.2)	Rephased to future years
Transport – Torquay Gateway	Budget moved	(1.6)	Main parts of scheme temporarily on hold
	<b>Total</b>	<b>(24.8)</b>	
<b>Attractive and Safe place</b>			
Brixham Harbour – Provision of Water Meters	New Scheme	0.1	Funded from Harbours Reserve
Paignton Harbour Light refurbishment	Increase budget	0.2	Tender price higher than estimated cost
Torre Valley North	Budget transferred to next year	(0.1)	Unlikely to be used in current year
	<b>Total</b>	<b>0.2</b>	
<b>Protect and Support Vulnerable Adults</b>			
Adult Social Care	Budget allocation	0.9	Part of BCF 2019/20 grant allocation
		0.5	Contribution from ICO
		(1.6)	Rephase budget
Affordable housing	Budget transfer to 20/21	(15.3)	Report on Housing to Council in July 2019
CSC Case Management IT system - replacement	New budget	1.0	Council approval Feb 19 (Review of Reserves)

Disabled Facilities Grants	Budget allocation	1.0  (0.6)	Part of BCF 2019/20 grant allocation  Budget rephased to 20/21
	<b>Total</b>	<b>(14.1)</b>	
<b>Corporate Support</b>			
Corporate IT developments	Increased budget allocation	0.5	Council approval Feb 19 (Review of Reserves)
Essential Capital repairs	Budget to 2020/21	(0.8)	No plans to use in 19/20
General Contingency	Budget moved to 2020/21	(0.6)	Contingency unlikely to be required this year
	<b>Total</b>	<b>(0.9)</b>	
<b>Estimate – Quarter One 2019/20</b>		<b>78.6</b>	

10.1 Further information on variations to scheme budgets is detailed below.

#### Protecting Children

- 10.2 Brunel Academy Vocational Classrooms – Planning application has been submitted and assuming approved it is hoped to start on site in October 2019. £0.4m budget has been re-profiled to next financial year 2020/21.
- 10.3 Capital Repairs and Maintenance (Condition funding) – the 2019/20 allocation of School Condition grant of £0.418m has been confirmed. In January 2019, Council approved the use of £0.15m of this allocation (and similarly £0.15m from 2020/21 allocation, when announced) to fund Paignton Community and Sports Academy expansion work.
- 10.4 Devolved Formula Capital grant allocation for 2019/20 of £0.081m is a ring fenced grant and has been added to the Capital Plan together with an additional allocation for 2018/19 of £0.158m.
- 10.5 Special Needs provision – the Government have provided an additional grant allocations of £0.233m, which will be allocated to individual schools depending on need.
- 10.6 Paignton Community and Sports Academy - Additional Secondary places. As approved by Council on 31 January 2019 this £1.84m project will rely on future Government grant allocations for Basic Need and School Condition grants. To date £0.7m Basic Need 2020/21 and £0.15m School Condition 2019/20 have been utilised to provide budget for the scheme. Further amounts will be earmarked as new allocations are announced.

10.7 Torbay School Relocation – The remainder of this budget allocation is to enable the extension of Burton Academy at its Hillside site allowing relocation and release from its Polsham Centre site. £0.2m of the budget has been moved to next financial year to reflect anticipated spending plans.

#### More Prosperous Torbay

- 10.8 Claylands Redevelopment – Planning application has been submitted and shortly expect to secure pre-let agreement and appoint main contractor. The budget has been reviewed to reflect latest expenditure predictions moving £6.475m of budget from current year to future years.
- 10.9 Edginswell Business Park – following its purchase, the site is currently being marketed for potential tenants with the likelihood that £3.5m of the remaining budget will not be required until next financial year.
- 10.10 Investment Fund – Cabinet on 9 July 2019 (and Council 18 July) agreed to increase the total budget for the Investment Fund from £200m to £300m, funded by additional prudential borrowing. This increase has been reflected in the Capital Plan for next year attached as the decision occurred after the Quarter 1 period. Furthermore, following a review of current acquisition proposals £15m of the current budget has been transferred to next year.
- 10.11 Land acquisition from TCCT – Council completed purchases of land from TCCT in February 2019. The costs were slightly less than estimated so there is a small saving on scheme.
- 10.12 Oxen Cove Landing Jetty – the budget for this scheme is likely to increase following extra costs arising from unexpected ground conditions. Amounts are being quantified and any increase in scheme budget and required borrowing will be reported to Harbour Committee.
- 10.13 South Devon Highway – The major element for the remaining budget of this project is for Part 1 Compensation claims. As these amounts are still to be determined the final position cannot yet be accurately assessed and timing is difficult to predict, however the latest information from Devon CC (the 'lead Authority') suggests that Torbay's total required contribution to the project may be £1m higher than the remaining budget, which could require additional borrowing above the Council's original approval. No change has yet been made to the scheme budget and resources until the likely outcome of the outstanding issues is clearer.
- 10.14 TEDC Capital Loans – the provision for loans to TEDC to enable capital works remains available and whilst some is being drawn down part (£0.6m) of the budget provision is now being moved to next financial year
- 10.15 Town Centre Regeneration – £10m of the budget for regeneration projects has been re-phased to 2020/21 based on current proposals. Similarly with Harbour View hotel development, £4.7m budget is now transferred to 2020/21.

- 10.16 In April 2019, Council confirmed approval of the acquisition of a property and sanctioned a budget of £17.1m (including fees) for the purpose, to be funded by additional prudential borrowing.
- 10.17 Again Council (July 19) agreed to provide a further £100m for Growth Fund schemes which will fall under this heading. This decision has been added to the Capital Plan in future years although it was announced after the end of Quarter 1.
- 10.18 Transport Integrated Transport Schemes – Council Officers successfully bid for a small grant to improve the entrance at Torre Station, Torquay. Other works in programme will proceed in accordance with business case priorities.
- 10.19 Transport Structural Maintenance – The Government have provided grant allocations from their Incentive Fund of £0.244m for 2019/20 and additional Pothole money of £0.095m. These amounts will be added to the Highways Structural Maintenance budget to improve the condition of roads in Torbay.
- 10.20 In addition £0.25m of this budget allocation has been moved to next financial year.
- 10.21 Transport – Torquay Gateway. Much of this work is now programmed for next year although negotiations are in progress with Network Rail with regard to land acquisition in the area. £1.6m of this budget has been re-phased to future years.

#### Attractive and Safe Place

- 10.22 Brixham Harbour – Provision of Water Meters – The Council's Harbour Committee on 18 March 2019 agreed to use £0.11m from its Reserves to fund the provision of water meters for moorings in Brixham Harbour, improving the facilities available for users.
- 10.23 Paignton 'Harbour Light' Restaurant redevelopment – Based on tenders received for scheduled work to Harbour Light restaurant the cost of the scheme has increased by £0.2m to £0.8m, and an urgent Council decision has been made in this respect.
- 10.24 Princess Pier Structural repair – All main works planned have now been completed.
- 10.25 Other proposed works are being considered taking account of their relative priorities.

#### Protecting and Supporting Vulnerable Adults.

- 10.26 Better Care Fund - Adult Social Care – £0.876m of the Government's capital grant allocation within the Better Care Fund is to be used to support Adult Social Care under the terms of the Better Care Fund. The Council budget has been further increased by an external contribution of £0.5m from the Integrated Care Organisation (ICO) Better Care Fund. Potential uses of these resources including the development of Extra Care Housing are being considered but £1.6m of the

budget has been moved to next year as it is unlikely to be required in this financial year.

- 10.27 Affordable Housing – whilst consideration is given to potential schemes it is unlikely that there will be significant expenditure in 2019/20, consequently £12.5m of the Housing Company loans budget and £2.9m of the general Affordable Housing budget are rescheduled to future years.
- 10.28 Case Management IT System – agreed to provide £1m funds from the Council’s Reserves to fund the replacement Case Management system for Childrens Social Care.
- 10.29 Better Care Fund - Disabled Facilities Grants – Government has announced the 2019/20 capital allocation of £1.876m within the Better Care Fund. £1.0m will be allocated to DFGs with the remaining £0.876m to Adult Social Care. Historically the Council received two separate capital grants for Adult Social Care and Disabled Facilities Grants that were merged into one grant when the Better Care Fund was created. The funding has however continued to be split over the two headings and reported to the Health and Wellbeing Board.
- 10.30 In line with recent spending patterns £0.6m of the DFG budget is moved to next financial year.

Corporate Support

- 10.31 Essential Capital Repairs – this original £3m budget (to be funded from borrowing) was provided to enable urgent works to Council assets including Infrastructure. £0.375m of the budget was previously allocated to Freshwater Cliff stabilisation and £1.753m has been allocated to Brixham Breakwater works and a further £0.035m to repairs to a slipway at Paignton Beach.
- 10.32 General Contingency - The Council has approved a capital contingency of £0.6m. This contingency is still in place to provide for unforeseen emergencies or shortfall in projected income over the 4-year Plan period but represents only 0.4% of the total Capital Plan budget. Currently it is not anticipated that the contingency will be required in this financial year so the budget has been moved to next year.

**11. Receipts & Funding**

- 11.1 The funding identified for the latest Capital Plan budget is shown in Annex 1. This is based on the latest prediction of capital resources available to fund the budgeted expenditure over the next 4 years. A summary of the funding of the Capital Plan is shown in the Table below:

<b>Funding</b>	<b>2019/20 £'m</b>	<b>2020/21 £'m</b>	<b>2020/21 £'m</b>	<b>2021/22 £'m</b>	<b>Totals @ Q1 19/20 (£'m)</b>
Unsupported Borrowing	59	227	50	0	336
Grants	14	8	1	0	23
Contributions	2	0	0	0	2
Revenue	1	0	0	0	1

Reserves	2	1	0	0	3
Capital Receipts	1	2	0	0	3
<b>Total</b>	<b>79</b>	<b>238</b>	<b>51</b>	<b>0</b>	<b>368</b>

## 12. Capital Receipts

- 12.1 The approved Plan relies upon the generation of a total of £2.3m capital receipts from asset sales by the end of 2020/21. The Council has received £0.4m by the end of June 2019, leaving a target of £1.9m still to be achieved. This target is expected to be achieved provided that approved disposals currently “in the pipeline” are completed, the Council continues with its disposal policy for surplus and underused assets, the sites surrendered by the TCCT for housing are sold to a developer and no more new (or amended) schemes are brought forward that rely on the use of capital receipts for funding.
- 12.2 Under Government legislation (‘Flexible Use of Capital Receipts’), Councils are able to use Capital Receipts generated in the year to support the revenue costs in that year on transformation type projects which will result in ongoing savings to the authority. £0.3m was used in 2017/18, a further £0.357m was used in 2018/19 with another £0.057m is scheduled to be used in the current year. There is no plan to use further ‘flexible’ capital receipts in this way in future years as the available assets for disposal is decreasing.

## 13. Capital Contributions – S106 & Community Infrastructure Levy

- 13.1 The Council’s Capital Strategy states that capital contributions are applied to support schemes already approved as part of Capital Plan and are not allocated to new schemes unless the agreement with the developer is specific to a particular scheme outside the Capital plan.
- 13.2 £0.7m Section106 capital contributions have so far been received in 2019/20.
- 13.3 The Council’s Community Infrastructure Levy (CIL) scheme came into effect from 1 June 2017. The main capital project identified for funding from CIL receipts is the South Devon Highway. Some CIL funds are now being received and a percentage will be allocated as the “neighbourhood proportion”

## 14. Borrowing and Prudential Indicators

- 14.1 During the first quarter of 2019/20 the Council has taken out further borrowing of £12m, primarily to support investment property acquisitions and regeneration projects. The council as at end of June 2019 had a total debt of £314m and the Operational Boundary (excluding PFI element) for 2019/20 was set at £450m.
- 14.2 Members need to be fully aware of the financial risks and ongoing revenue impact of significantly increased levels of borrowing. A balanced view needs to be taken between the increased ongoing revenue borrowing cost, the ongoing value of the underlying assets and the robustness of any income stream associated with those assets. The key criteria is not so much the level of quantum of debt but the ability

of the council to afford the higher levels of interest and principal repayments. The Council borrows at fixed rates over a range of maturity profiles, so the risk is with fluctuations in both revenue income streams and asset values. Therefore due diligence, diversification and robust business cases supported by external advice as required is vital.

**Appendices:**

- 14.3 Appendix 1 – EXEMPT debtor “write offs” over £5,000 in quarter 1 of 2019/20
- 14.4 Appendix 2 - Capital Plan summary – Quarter One 2019/20
- 14.5 Appendix 3 – Capital Plan 2019/20 Project Status



Document is Restricted

CAPITAL PLAN - QUARTER 1 2019/20 - EXPENDITURE

Appendix 2

		Revised 4-year Plan July 2019						
		Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Total 2019/20 Revised	2020/21	2021/22	2022/23	Total for Plan Period
<b>PB</b>	= Approved Prudential Borrowing schemes	£'000	£'000	£'000	£'000	£'000	£'001	£'000
<b>Protecting children and giving them the best start in life</b>								
	Brookfield Site / Brunel Academy Phase 1	1,050	995	55				55
	Brunel Academy Ph 2 Vocation Classrooms	1,000	22	578	400			978
	Capital Repairs & Maintenance 2016/17 and 2017/18	655	655	0				0
	Capital Repairs & Maintenance 2018/19	378	224	154				154
	Capital Repairs & Maintenance 2019/20	269	0	269				269
	Devolved Formula Capital (Annual Programme)			304				304
	Early Years - Ellacombe Academy Nursery	907	891	16				16
	Early Years - White Rock Primary Nursery	420	409	11				11
	Education Review Projects (Annual Programme)			89				89
	Medical Tuition Service - relocation	601	43	558				558
	New Paignton Primary school	609	7	602				602
	PCSA Expension	879	5	150	724			874
	Roselands Primary - additional classroom	599	97	502				502
	Secondary School places	2,187	2,139	48				48
	Special Provision Fund (SEND)	849	165	517	167			684
	Torbay School Relocation	1,200	184	316	700			1,016
		<b>17,439</b>	<b>5,836</b>	<b>4,169</b>	<b>1,991</b>	<b>0</b>	<b>0</b>	<b>6,160</b>
<b>Working towards a more prosperous Torbay</b>								
<b>PB</b>	Claylands Redevelopment	10,400	723	1,826	7,400	451		9,677
	DfT Better Bus Areas	1,183	1,095	88				88
<b>PB</b>	Edginswell Business Park	6,620	2,937	183	3,500			3,683
<b>PB</b>	Employment Space, Torbay Business Park	6,645	6,645	0				0
<b>PB</b>	Innovation Centre Ph 3 (EPIC)	7,750	6,420	1,330				1,330
	Land acquisitions from TCCT	2,360	2,360	0				0
	Old Toll House, Torquay (Old scheme prior to Investment Fund project)	28	28	0				0
<b>PB</b>	Oxen Cove Landing Jetty	1,966	738	1,228				1,228
<b>PB</b>	South Devon Highway - Council contribution	20,224	18,294	1,930				1,930
<b>PB</b>	TEDC Capital Loans/Grant	4,040	1,965	1,500	575			2,075
	Transport Highways Structural Maintenance (Annual Programme)			2,137	1,424			3,561
	Transport Integrated Transport Schemes (Annual Programme)			451	562			1,013
	Transport - Torquay Gateway Road Improvements	2,871	1,050	171	1,500	150		1,821
	Transport - Torquay Town Centre Access	420	420	0				0
	Transport - Tweenaway Junction	4,903	4,903	0				0
	Transport - Western Corridor	12,271	9,759	2,312	200			2,512
		<b>81,681</b>	<b>57,337</b>	<b>13,156</b>	<b>15,161</b>	<b>601</b>	<b>0</b>	<b>28,918</b>

CAPITAL PLAN - QUARTER 1 2019/20 - EXPENDITURE

Appendix 2

		Revised 4-year Plan July 2019						
		Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Total 2019/20 Revised	2020/21	2021/22	2022/23	Total for Plan Period
PB	= Approved Prudential Borrowing schemes	£'000	£'000	£'000	£'000	£'000	£'001	£'000
<b>Ensuring Torbay remains an attractive and safe place to live and visit</b>								
	Babbacombe Beach Road	70	0	70				70
	Brixham Harbour - Breakwater	3,892	2,535	1,357				1,357
	Brixham Harbour - Fendering	300	0	300				300
	Brixham Harbour - Water Meters	110		110				110
PB	CCTV equipment	521	226	295				295
	Torbay Community Partnership	50	20	30				30
	Clennon Valley Sport Improvements	70	32	0	38			38
	Flood Alleviation - Cockington	328	43	285				285
	Flood Alleviation - Monksbridge	412	49	363				363
PB	Freshwater Cliffs Stabilisation	330	330	0				0
	Hollicombe Cliffs Rock Armour	1,351	1,351	0				0
	Libraries Unlimited ICT Upgrades	107	0	107				107
PB	Paignton Harbour Light Redevelopment	800	78	722				722
	Princess Pier - Structural repair (with Env Agency)	1,665	806	859				859
PB	Public Toilets Modernisation Programme	1,180	558	622				622
	Torre Abbey Renovation - Phase 2	5,000	4,992	8				8
	Torre Valley North Enhancements	127	40	0	87			87
	Torquay Harbour - Town Dock Pontoons Replacement	276	276	0				0
		<b>16,589</b>	<b>11,336</b>	<b>5,128</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>5,253</b>
<b>Protecting and supporting vulnerable adults</b>								
	Adult Social Care (Annual Programme)			500	1,615			2,115
	Extra Care Housing	1,400	1,301	99				99
	IT replacement - Childrens Case Management System	1,000		1,000				1,000
	Disabled Facilities Grants (Annual Programme)			1,001	600			1,601
		<b>2,400</b>	<b>1,301</b>	<b>2,600</b>	<b>2,215</b>	<b>0</b>	<b>0</b>	<b>4,815</b>
<b>Corporate Support</b>								
PB	Corporate IT Developments	1,534	659	875				875
PB	Council Fleet Vehicles	4,771	333	2,824	1,614			4,438
PB	Essential Capital repair works	875	65	0	810			810
	Enhancement of Development sites	310	107	203				203
	Flexible Use of Capital Receipts (NB. Not Capital expenditure)	714	657	57				57
	Office Rationalisation Project - Electric House refurbishment	700	580	120				120
	Payroll Project	360	360	0				0
	General Capital Contingency	631	0	0	631			631
		<b>9,895</b>	<b>2,761</b>	<b>4,079</b>	<b>3,055</b>	<b>0</b>	<b>0</b>	<b>7,134</b>
<b>Investment Fund</b>								
PB	Investment Fund	300,200	154,907	30,293	115,000			145,293
		<b>300,200</b>	<b>154,907</b>	<b>30,293</b>	<b>115,000</b>	<b>0</b>	<b>0</b>	<b>145,293</b>
<b>Regeneration Projects</b>								
PB	Regeneration Programme	113,700		0	63,700	50,000		113,700

CAPITAL PLAN - QUARTER 1 2019/20 - EXPENDITURE

Appendix 2

		Revised 4-year Plan July 2019						
		Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Total 2019/20 Revised	2020/21	2021/22	2022/23	Total for Plan Period
		£'000	£'000	£'000	£'000	£'000	£'001	£'000
<b>PB</b>	<b>= Approved Prudential Borrowing schemes</b>							
<b>PB</b>	Regeneration Programme-Retail Opportunity	17,080		17,080				17,080
<b>PB</b>	Regeneration Programme-Harbour View Hotel Developmt	11,316	311	2,000	9,005			11,005
		<b>142,096</b>	<b>311</b>	<b>19,080</b>	<b>72,705</b>	<b>50,000</b>	<b>0</b>	<b>141,785</b>

CAPITAL PLAN - QUARTER 1 2019/20 - EXPENDITURE

Appendix 2

		Revised 4-year Plan July 2019					
	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Total 2019/20 Revised	2020/21	2021/22	2022/23	Total for Plan Period
<b>PB</b> = Approved Prudential Borrowing schemes	£'000	£'000	£'000	£'000	£'000	£'001	£'000
<b>Affordable Housing</b>							
Affordable Housing	2,884	1	0	2,883			2,883
<b>PB</b> Housing Rental Company - Loan	25,000		0	25,000			25,000
Housing Rental Company - Aff Hsg Developments	100		100				100
	<b>27,984</b>	<b>1</b>	<b>100</b>	<b>27,883</b>	<b>0</b>	<b>0</b>	<b>27,983</b>
<b>TOTALS</b>		<b>233,790</b>	<b>78,605</b>	<b>238,135</b>	<b>50,601</b>	<b>0</b>	<b>367,341</b>
<b>CAPITAL PLAN - QUARTER 1 2019/20 - FUNDING</b>							
Unsupported Borrowing			59,126	226,584	50,000		335,710
Grants			14,380	8,137	601		23,118
Contributions			1,508	725			2,233
Revenue			174	43			217
Reserves			2,366	593			2,959
Capital Receipts			1,051	2,053			3,104
<b>Total</b>			<b>78,605</b>	<b>238,135</b>	<b>50,601</b>	<b>0</b>	<b>367,341</b>

Capital Plan Projects		Project status report
<b>PB</b>	= <i>Approved Prudential Borrowing schemes</i>	
<b>Protecting children and giving them the best start in life</b>		
	Brookfield /Brunel Academy Phase 1	Project complete. Small retention and fees outstanding.
	Brunel Academy Phase 2 Vocational Classrooms	Planning submitted. Awaiting decision. Start on site expected Oct 2019.
	Capital Repairs & Maintenance 2016/17 & 2017/18	Projects complete. Small residue to be added to YEE43.
	Capital Repairs & Maintenance 2018/19	Commitment for R&M works carried over to Summer holidays 2019.
	Capital Repairs & Maintenance 2019/20	New programme of works identified for 2019/20. Works to start Summer 2019.
	Devolved Formula Capital	Devolved funding for LA schools held by the LA.
	Education Review Projects	Small contingency held for any unforeseen/ delays to major schemes above.
	Medical Tuition Service relocation	On site and due for completion August 2019.
	New Paignton Primary school	Still awaiting an invoice from the ESFA for the Council's contribution to the new free school in Paignton. Work due to start on site Feb 2020 with completion for Autumn Term 2020.
	Roselands Primary Bulge Classroom	On site and due for completion August 2019.
	PCSA Expansion	Phase 1 on site. Phase 2 to start early 2020.
	Special Provision Fund	Three year funding programme. Year 2 bids approved and awarded. Funding to be allocated to schools for works starting Summer 2019.
	Torbay School Relocation	Feasibility, consultation and design complete for Burton Academy extension. Expected start on site late 2019/ early 2020.
<b>Working towards a more prosperous Torbay</b>		
<b>PB</b>	Claylands Redevelopment	Planning application submitted and hope to sign pre-let agreement soon. Currently assessing contamination levels and remediation treatment.
	DfT Better Bus Areas	Options are currently under consideration
<b>PB</b>	Edginswell Business Park	Site purchased, awaiting scheme proposals
<b>PB</b>	Employment Space	Scheme completed and tenant in occupation
<b>PB</b>	Innovation Centre Ph 3 (EPIC)	The construction of the Centre is nearing practical completion and due to be handed over at the end of July. A further two weeks of commissioning and testing is due to take place. Three tenants have signed leases and will be occupying the building imminently.
<b>PB</b>	Investment Fund	Several sites under consideration for purchase and subject to due diligence
	Land acquisitions from TCCT	Sites at Collaton St Mary and Preston Down Road acquired in Feb 2019

Capital Plan Projects		Project status report
<b>PB</b>	= <i>Approved Prudential Borrowing schemes</i>	
<b>PB</b>	Oxen Cove Landing Jetty	Project is 40% complete but subject to several very expensive Compensation Event Notices (all of which are being challenged by TDA on behalf of the Authority).
<b>PB</b>	South Devon Highway - Council contribution	Part 1 compensation claims still to be resolved - may exceed remaining budget
<b>PB</b>	TDA Capital Loans/Grant	Funds available to draw on as required by TDA to finance their capital schemes. TC Loan to TDA for Torbay Business Park Unit on track for completion December and spend in this financial year.
<b>PB</b>	Town Centre Regeneration Programme-Harbour View Hotel Development	Planning permission granted and initial works started on site
	Transport Integrated Transport Schemes	Subject to agreement on business case priorities
	Transport Structural Maintenance	On Target, Surface Dressing complete, Resurfacing and reconstruction programme continuing
	Transport - Torquay Gateway Road Improvements	Land Acquisition with Network Rail progressing.
	Transport - Torquay Town Centre Access	Scheme effectively complete, some minor issues to complete only
	Transport - Tweenaway Junction	Whilst there is a possibility of some further compensation payments, the scheme appears to be reaching its conclusion.
	Transport - Western Corridor	Physical delivery of schemes expected by August 2019
<b>Ensuring Torbay remains an attractive and safe place to live and visit</b>		
	Babbacombe Beach Road	Working with adjacent Hotel Owners to find a solution.
	Brixham Harbour - Breakwater structural repairs	Project is almost complete - close down meeting to be held in early August
	Brixham Harbour - Fendering	The Commitments column looks too high and does not seem to reflect recent reduction in scope of works to ensure project does not overspend.
	Brixham Harbour - Water Meters	Project only recently commenced; expenditure being monitored to ensure it does not overspend
<b>PB</b>	CCTV equipment	Torquay part of the project will be completed by mid July, by which time the remainder of the project will have commenced, to be finished by end of September.
	Clennon Valley Sport Improvements	Project awaiting Public Consultation July/August 2019
	Flood Alleviation - Cockington	Due to discussions with local residents who have objected to the original proposals we have amended the design of the scheme. Further discussions are being held with the residents and providing there are no objection the scheme will be out to tender in August and commence on site in October.
	Flood Alleviation - Monksbridge	This scheme will be included in the tender documents for Cockington in order to reduce the cost of preliminaries. Design works are complete and tender documents should be sent out in August 2019 with a commencement on site in October 2019 and completion by the end of March 2020.
<b>PB</b>	Freshwater Cliffs Stabilisation	A report was presented at Capital Board on 15th May. Project finalised.
	Libraries Unlimited ICT upgrades	Work on Libraries IT replacement kit is progressing and should complete this year.

Capital Plan Projects		Project status report
<b>PB</b>	= <i>Approved Prudential Borrowing schemes</i>	
<b>PB</b>	Paignton Harbour Light Redevelopment	Chief Executive decision to amend scheme in August 2019 in consultation with group leaders
	Princess Pier - Structural repair (with Env Agency)	Works to superstructure of Princess Pier have come in under budget and discussions are being held with council officers as to whether further repair works to the substructure should be carried out using this funding.
<b>PB</b>	Public Toilets Modernisation Programme	Refurbishment of several toilet blocks has commenced and a clear project plan is in place. We would not anticipate any change in the set budget although some works timing is linked to obtaining planning consent.
	Torbay Community Partnership (Paignton Seafront Shelters)	Work on shelters is going well; two complete and third starting soon. Remaining four shelters scheduled
	Torre Abbey Renovation - Phase 2	Project complete. Final invoice now agreed and paid
	Torre Valley North Enhancements	Awaiting community's position on future lease of Torre Valley Sport Hub
	Torquay Harbour - Town Dock Pontoons Replacement	Project is complete subject to some minor works.
<b>Protecting and supporting vulnerable adults</b>		
	Adult Social Care	Project(s) still to be identified although proposals and options are being discussed.
	Affordable Housing	Initial investigation work underway at some appropriate sites
	Extra Care Housing	We are developing (via TDA) a scheme at Torre Marine, target completion by 2022. In addition to Torre Marine we intend one further scheme in next 4yrs.
<b>PB</b>	Housing Rental Company - Loan	Principal of a Council loan to help establish and resource Housing Company approved by Council
	Housing Rental Company - Affordable Housing development	Funds for necessary works to obtain planning permission on Council sites.
	IT Childrens Case Management System replacement	Tender progressing and provider due to be selected in September
	Disabled Facilities Grants	Statutory provision of financial assistance for adaptations to private residences enabling independence for recipients
<b>Corporate Support</b>		
<b>PB</b>	Corporate IT Developments	Needs and plans being identified and expected to utilise remaining budget this year to include telephony system and desktop replacement.
<b>PB</b>	Council Fleet Vehicles	Balance of funding available for acquisition of Council's fleet vehicles as required.
<b>PB</b>	Essential Capital repair works	Consideration will need to be given to replenishing this fund in future years.
	Enhancement of Development sites	Budget to enable moderate expenditure to enhance value of potential sites.



Capital Plan Projects		Project status report
<b>PB</b>	<b>= Approved Prudential Borrowing schemes</b>	
	Office Rationalisation Project - Electric House refurbishment	Works to update office accommodation are largely complete.
	Payroll Project	Currently investigating the feasibility of implementing the Recruitment module into MyView but other modules within MyView require upgrading before this can happen. The Systems Team are working through this work and we then plan to look at implementing the Recruitment module in 2020/21.
	General Capital Contingency	Contingency for unforeseen emergencies or funding shortfalls

## Overview & Scrutiny Board 18 September 2019 Land Release Fund

### 1. Purpose

The purpose of this report is to remind and advise the Overview & Scrutiny Board of the background to and progress on the use of the Land Release Fund (LRF) money awarded to the Council.

The report also raises awareness of the key work areas, risks and anticipated Council decision timeline.

The report also headlines the Council's proposed approach for the next round of funding (One Public Estate Round 8).

### 2. Background

Government press release – August 2017

"DCLG's £45 million 'Land Release Fund', launched in partnership with the Cabinet Office and Local Government Association's One Public Estate Programme, will ensure local councils release some of their unused or surplus land for housing. This will help to meet the ambition to unlock enough council-owned land for at least 160,000 homes by 2020.

Councils can now bid for funding for land remediation and small-scale infrastructure, which will help bring sites forward for housing that would not have otherwise been developed."

In March 2018 Torbay Council secured the highest award of LRF (£3,976,000) in the Country. The disposal of land at Little Blagdon Farm, Collaton St Mary and Land at Preston Down Road, Paignton was discussed at the full Council meeting on 18 July 2019. At this time approval was sought to dispose of the Council's freehold interest in land at Little Blagdon Farm, Collaton St Mary (CSM) and at Preston Down Road, Paignton (PDR) by way of entering into a development agreement with a private sector housing delivery partner in order to deliver a fully planning policy compliant scheme for the provision of new housing at both CSM and PDR.

Also, in August 2019 the Council received confirmation that the Expression of Interest (EoI) for Future High Streets Funding had been successful. This will result, initially, in £150,000 of revenue funding to develop business cases for the projects included in the EoI – including the delivery of homes at Victoria Centre (Garfield Road). It will also allow Torbay a share of £1 billion Future High Streets capital funding. The business cases need to be submitted in April 2020 and include close liaison with MHCLG. If those business cases are successful (announcement in autumn 2020) it could unlock £15M of Future High Streets Funding for Paignton Town Centre and lever in around £25M of 3<sup>rd</sup> party investment. In the meantime, the award will help generate confidence, investment and momentum in Paignton.

### **3. Governance**

LRF is overseen by the One Public Estate team, within the Local Government Association. It has very close links with Cabinet Office and Ministry of Housing, Community and Local Government. Land Release Funding is one of the One Public Estate funding streams. It forms part of the Government's agenda to speed up the delivery of new homes. See <https://www.local.gov.uk/topics/housing-and-planning/one-public-estate/land-release-fund-announcement>

The One Public Estate team works with county / area based partnerships. In Torbay's case that is the Devon & Torbay Partnership. The partnership is led by Devon County Council, which provides the administrative function, and spans 10 local authorities, serving a population of almost 1 million people. It includes partners from the National Health Service, and the Blue Light Fire Services, and it works closely with a number of central government departments, as indicated above. The partnership Board, and the proposals it submits under the One Public Estate agenda, aims to maximise the potential of the area's publicly-owned estate in order to drive economic growth, improve public service delivery and unlock greater efficiencies.

Torbay Council has an LRF Project Board, made up of senior officers and project leads. The Project Board meets on a monthly basis. At present there is no Member representation on the Board, but it is suggested that Swithin Long, given his Cabinet role, joins the Board.

### **3. Bid**

The bid was made under One Public Estate Round 6 (OPE6). A copy of the Devon wide bid is attached as Appendix 1.

Torbay Council's element of that bid included 7 projects for LRF funding, namely:

- Five town centre regeneration sites: Victoria Centre, Brixham Town Centre Car Park, Torquay Town Hall Car Park, Temperance St, South Quay,
- Two greenfield sites: Collaton St Mary and Preston Down Road.

It also includes a OPE project, the health and well-being hub to the rear of Paignton Library.

The bid was submitted on 3 Nov 2017, for a total LRF package of around £6m to unlock the above sites (but not to deliver homes on those sites). The estimated number of homes unlocked by LRF was shown as 686 in Torbay (1101 across Devon).

### **4. Award**

The award of LRF was confirmed in early March 2018.

Funding was allocated over 2 year period, the majority of which is to be spent this financial year (2019/20).

A total of £3,976,000 was awarded, for just three of the projects identified in the bid, as per the table below. Funding has been provided at two key points: March 2018 and March 2019.

Funding	Description	17/18 Funding	18/19 Funding	19/20 Funding
<b>MHCLG Land Release Fund – £3,976,000</b>				
£900,000	Victoria Square, Paignton	£0	£450,000	£450,000
£1,976,000	Collaton St Mary, Paignton	£0	£0	£1,976,000
£1,100,000	Preston Down Road, Paignton	£0	£0	£1,100,000
<b>Total</b>	<b>£3,976,000</b>			

Upon receipt of the LRF award, the Council considered whether to accept the award - and by doing so - considered whether the release of land was deliverable by March 2020.

The award was accepted by the Council on 14 March 2018, following the agreement of the Elected Mayor and Group Leaders.

## 5. Funding / Criteria

The key LRF funding criteria are:

- The land to which the bid relates is fully owned by the local authority. For schemes of mixed land ownership funding would only be available to land owned by the local authority.
- Funding will enable the release of land for housing by 2020 or earlier, and is not available from any other source.
- The works for which funding is sought are deliverable within a time frame that will enable land to be realised by 2020, or earlier.
- All other OPE and LRF conditions of funding set out in the prospectus are met or agreed to.

## 6. Land Designations

All town centre sites are identified in the Council's Town Centre Masterplans, which were adopted by the Council as Supplementary Planning Documents (June 2015).

See <https://www.torbay.gov.uk/media/6894/ttcmasterplan.pdf> and <https://www.torbay.gov.uk/media/6895/ptcmasterplan.pdf>

Those town centre masterplans support and were supported by the Torbay Local Plan (adopted in December 2015). The masterplans have informed and are reflected in Neighbourhood Plans.

**a) Victoria Centre (Garfield Road)**

The site, subject of LRF funding, at Victoria Centre is the site of the older multi-storey car park which fronts onto Garfield Road. It does not include the multi-storey car to the rear of Lidl.



The Victoria Centre is included in the Local Plan, as a housing site.

**Table 12 SDP1: Estimated source of housing within Paignton**

Estimated delivery period (years)	1-5	6-10	11-15	16-18		
Policy / site name	Commitments and other deliverable sites	Commitments (continued delivery), Neighbourhood Plan sites and Future Growth Area			Total	Notes and key infrastructure requirements
SDP2 Paignton Town Centre and seafront	68	165	43	314	590	Investment in flood defence/resilience infrastructure  +60 Victoria Square, +30 Station Lane / Great Western Car Park, +40 Paignton Harbour (130 total)  Subject to sufficient car parking being retained.

The site is part of the larger Victoria Centre. The Council has identified, in its Transformation Strategy for Torbay's Town Centres (see <https://www.torbay.gov.uk/media/10450/transformation-project-town-centre-regeneration.pdf> ), dated April 2017, that various options are being considered for Victoria Centre, including re-use of the site of the older of the two car parks and demolition of the older car park, to be replaced by residential development.

**b. Collaton St Mary (CSM)**

The following advice is as reported to Council in July 2019.

This site lies within an area which is allocated within the Torbay Local Plan to be brought forward for development, as specified in Policy SS2 (Future Growth Areas) and SDP3.3 (Totnes Road/Collaton St Mary). This area is also subject of an adopted Supplementary Planning Document, which supports the delivery of this policy, the Collaton St. Mary Masterplan (adopted 2016). There is a clear policy expectation in the Torbay Local Plan, augmented by the Collaton St Mary Masterplan that this site will come forward for development.

The Paignton Neighbourhood Plan was approved at referendum on 2 May 2019 and subsequently "made" (i.e. adopted) by full Council on June 19th 2019. Whilst the Neighbourhood Plan does not allocate the Collaton St Mary Future Growth Area, (which is done by the Local Plan), it contains several policies that are relevant to the area. These include a range of overarching policies on design and similar matter in Policy PNP1, and Policy PNP24 "Collaton St Mary Village". Policy PNP24 requires that future development should be in accordance with the Collaton St. Mary Masterplan Supplementary Planning Document (SPD) – a plan which sets out a strategy for the delivery of approximately 460 homes within the Collaton St. Mary Future Growth Area.

**c. Preston Down Road (PDR)**

The following advice is as reported to Council in July 2019.

This site lies within an area identified in the Local Plan for a potential housing allocation. It is not part of an allocated housing site but does lie within a wider general area of Paignton agreed to be suitable for such growth. As part of the preparation of the Torbay Local Plan, the site was considered as being suitable for development as a result of a Strategic Housing Land Availability Assessment (SHLAA). A Sustainability Appraisal, which considered growth in this wider area of Paignton, also considered that the proposal would be consistent with planning for sustainable development. The Torbay Local Plan provides for the site to be considered for allocation as a housing site either within the Paignton Neighbourhood Plan or future site allocation documents, in order to contribute to the required level of growth needed in Paignton. The Adopted Paignton Neighbourhood Plan does not allocate this site for development, nor indeed any other sites for housing development in Paignton. Notwithstanding this, the findings of the Independent Examiner who assessed the Paignton Neighbourhood Plan are that this does not

detract from the housing need required by the Torbay Local Plan – the target for housing in Paignton as set out in the Local Plan remains at 4,285.

## **7. 5 year Housing Land Supply**

The Government has repeatedly stated that increasing housing supply is a high priority.

The National Planning Policy Framework (paragraph 73) requires the Council to maintain a supply of specific, deliverable sites sufficient to provide 5 years' worth of housing to meet housing requirements set out in Local Plans. The Council may well have less than 5 years' identified housing land, which includes Victoria Centre. If Victoria Centre is not brought forward for development this would reduce projected housing land supply, thereby putting the Council at risk of Government intervention to force the allocation of sites within the Torbay area.

Without a 5 year housing land supply, the Council is subject to increased risk of development occurring in locations which might not be locally palatable or being of a lower quality than that which might have otherwise been required through local policies.

## **8. Progress on delivery**

### **a) Victoria Centre (Garfield Road)**

The LRF Board has ensured there is a firm basis to work from in relation to unlocking the site e.g. achieving vacant possession. LRF funding has been, or is being, used to:

- Secure legal advice to map out, timetable and action plan what is needed, with existing tenants for example.
- Complete all necessary site investigation and survey work (ecology, contaminations, asbestos, ground conditions, tree, topographical and flood risk etc.)
- Preparation of a development brief which will be given teeth as a Supplementary Planning Document, to guide development and improve value. The emerging development brief, which community leaders have already been involved in, will be subject of public engagement in autumn and thereafter presented to Council for adoption.
- A parking capacity and needs study has been commissioned, focused on Paignton Town Centre, on a range of regeneration sites, and the impact of their loss / development on current and future parking provision.
- Consider development options and secure valuation advice, so that the Council is better informed about whether to develop, sell or lease the land.

The LRF Board has secured Council approval (as landlord) for the demolition of the old car park and has quotes from contractors for that demolition work.

The Garfield Road site has eight tenants, all of who the Council and TDA are working with to move them or their space / equipment with the support of LRF funds.

a) Shop mobility

After many months of looking at options and sites the TDA has managed to find them alternative premises, on the seafront. They are agreeing heads of terms and looking to move before end 2019.

b) CCTV

A capital programme is now being implemented, and making good progress, to ensure removal of all existing CCTV in the older of the car park by November.

c) TOR2 - Local Waste Collection Operator

We have agreed the removal of the existing structure, and relocation to a new home off-site. Quotations for the new premises have been received, with a relocation expected by end 2019.

d) Car Park Cabin

This contains PCs etc. The TDA and Council has found an alternative location, on another Council car park, to relocate the cabin.

e) Coach Operators

A few operators currently occupy space within the ground floor area. The Board has agreed to relocate these out of Paignton town centre, providing drop off / pick facilities in the town centre.

f) BAE Systems

BAE Systems lease the Vue Cinema building on the seafront. Customers have a right, under lease, to park anywhere in the Victoria Centre, including the old car park. A deed of variation has been prepared, and approval and change of use is being requested from BAE.

g) Telecoms Operators (x 2)

There are two telecoms operators on the site (Arqiva and O2). Notice has been served on both of them, but further work to achieve vacant possession is proving to be slower than expected. (Note: further commercially sensitive information is set out in Exempt Appendix 2.)

The next lease review date is 6 Sept, when the Council could decide – if there is insufficient progress – to proceed to Court. If the Council (or one of the operators) proceeds to Court the Council will need to be able to demonstrate it meets four legal tests:

- 1) It has passed all the necessary resolutions to demolish (i.e. there is a record of decision). This has already been achieved.
- 2) It has the funding in place. The LRF covers this.



- 3) It has planning permission for demolition (which will follow a resolution) – This can be achieved within 2 – 3 months, with Council support, and can be progressed quickly thereafter.
- 4) It has a demolition contract in place (which will follow planning permission). As above, quotes are in place for this work.

Of the £900,000 allocated to Garfield Road site, £100,580 was spent in financial year 2018/19, with circa £799,000 available/estimated for the current financial year (2019/20).

2018/19					
	Q1	Q2	Q3	Q4	Annual Total
Budget					
Actuals	16,113	22,385	29,644	32,438	<b>100,580</b>
<b>Total</b>	<b>16,113</b>	<b>22,385</b>	<b>29,644</b>	<b>32,438</b>	<b>100,580</b>

2019/20					
	Q1	Q2	Q3	Q4	Annual Total
Budget	-	16,105	355,546	355,000	<b>726,651</b>
Actuals	68,324	3,648	-	-	<b>71,972</b>
<b>Total</b>	<b>68,324</b>	<b>19,753</b>	<b>355,546</b>	<b>355,000</b>	<b>798,623</b>

£46,000 for a new and enhanced CCTV system has been spent / transferred for implementation (Q1, 2019/20).

Key areas of 2019/20 spend is forecast as below;

- £300,000 contractor / demolition.
- £21,000 to relocate Shop Mobility.
- £200,000 for potential legal challenge from telecom operators.
- £46,000 for other professional fees including valuation and design work.
- £55,000 for compensation claims.
- £15,000 for other Rights to Lights and other survey work.

- £55,000 flood alleviation contribution.

The Board has explored and continues to explore development options for Garfield Road.

It had been hoped to provide 120 student beds on site, with associated facilities, which would have been excellent for the town centre. But South Devon College are now going through a procurement process, taking it outside the LRF timeframe.

The development brief shows that 15 town houses or between 75 and 100 apartments could be delivered on site.

There is ongoing work to assess site suitability for a 65+ bed care home. This option could also deliver significant efficiencies for the Council. If that option is chosen, the Council will demonstrate those efficiencies and endeavour to show what housing is unlocked by the redevelopment of smaller care home sites.

The Board considers that the Council has at least three disposal/delivery options available to it in relation to the site at Garfield Road. These are:

- a) Sell the site to a developer which would be a relatively straight forward process by offering a speedy disposal route - avoiding any lengthy design/planning process – and providing a small but important capital receipt to the Council.

Vacant possession, a development brief, demolition of the older car park and the offer of the Council's Housing Company taking the affordable housing element, coupled with the wider development potential of the site, will all make the site more attractive.

A sale would also include 'pace' requirements relating to planning application submission, start-on-site and completion within specific timeframes.

If this option is chosen, the Board considers that it could be difficult to have a contract in place by end March 2020, especially given telecoms operator issues and in turn delayed VP / demolition, but sufficient progress may have been made by end March 2020 to satisfy the OPE / LGA team.

- b) An alternative option would be to hand over the site directly to the Council's Housing Company, for delivery of open market and affordable homes, or conceivably extra care.

The Board considers that there is every reason that, with successful registration provider status which is expected over the next few months, this could all be in place by end March 2020.

- c) The Council could fund, design and deliver a residential-led development on the basis of a pre-let to an operator e.g. of a care home.

This would ensure that the Council works closely with the selected operator whilst gaining full control over the contract to satisfy its design, quality and delivery ambitions, whilst also providing ongoing revenue potential to the Council.

If this option is chosen then we would expect to have, at least, heads of terms or a contract with an operator completed by end March 2020.

## **b) Collaton St Mary**

The Disposal of Land at Little Blagdon Farm, Collaton St Mary was discussed at the full Council meeting on 18 July 2019.

Approval was sought to dispose of the Council's freehold interest in land at Little Blagdon Farm, Collaton St Mary (CSM) by way of entering into a development agreement with a private sector housing delivery partner via an OJEU compliant process.

The intended outcome of disposal via the development partner route is to deliver a fully planning policy compliant scheme for the provision of new housing at Collaton St Mary. The proposed disposal route shall:

- (a) Ensure that the Council's strategic policies are fully adhered to.
- (b) Ensure that the Council's statutory requirements are fully adhered to.
- (c) Provide the Council with an opportunity to shape scheme outputs.
- (d) Enable the Council to influence affordable housing split.
- (e) Provide the Council with a capital receipt to contribute towards the capital programme.

Another tangible benefit of progressing via the development partner route is that the Council will be able to influence the scheme to be delivered to a greater extent than if the sites were just sold on the open market. It is possible that any straight forward land disposal could see the developer apply to reduce their planning contributions and affordable housing obligations as part of their planning application.

At its meeting on 18 July 2019 the Council resolved:

- (i) that the disposal of the freehold interest at Collaton St Mary and Preston Down Road (identified in Appendices 1 and 2 to the submitted report), be approved and the Chief Executive be given delegated authority to agree and finalise any Heads of Terms in consultation with the Cabinet, Group Leaders and the Section 151 Officer. Any future capital receipts from the disposals will in the first instance be used to offset the £2.4 million cost for acquiring the sites, with any surplus being used to support capital projects linked to priorities around employment, town centre regeneration and heritage assets;
- (ii) that delegated authority be given to the Chief Executive, in consultation with

the Cabinet and Group Leaders, to select and then enter into a development agreement with a development partner for the effective delivery of the Scheme;

- (iii) that in furtherance of (i) above, the Chief Executive be given delegated authority, in consultation with the Cabinet and Group Leaders, to negotiate and agree terms for the acquisition by agreement of any land, interests or rights as may be required for delivery of the Scheme; and
- (iv) that the Chief Executive invite the Torbay Community Partnership Company to appoint a community representative to assist in identifying the selection criteria of the procurement of a development partner and to sit on the selection panel for the development partner.

In accordance with (iv) above, a Cabinet meeting was held on 3 September 2019, with a nominated community representative present, to discuss and agree the Selection Criteria for the procurement of a development partner.

The Council has obtained detailed legal, commercial and procurement advice and is on target to procure a development partner via an OJEU compliant procurement route in accordance with agreed LRF timescales.

A full planning application (ref: P/2019/0478 entitled Little Blagdon Farm Highway Junction/Demolition, Little Blagdon Farm, Totnes Road, Paignton) was submitted to Torbay Council on 2 May 2019. This application was approved on 9 September 2019.

In direct accordance with LRF grant conditions the LRF Board has commissioned the following enabling works:

- a) Undertaking site surveys and investigations including topographical surveys; tree surveys; ecology surveys; asbestos surveys and desktop due diligence.
- b) Undertaking a Traffic Impact Assessment to support a planning application (submitted 2 May 2019) for creation of a new highways junction off Totnes Road.
- c) Undertaking a drainage strategy review for the site.
- d) Agreeing methodology for demolition of the vacant former farm buildings to the north of the site.
- e) Undertaking detailed legal due diligence to cleanse the title including advice on encroachments and unauthorised use and occupation of the land.
- f) Obtaining strategic development, legal, contract procurement and commercial advice to support the Council in procuring a private sector partner via a Competitive Dialogue OJEU process.
- g) Preparation of a Business Plan for submission to the Environment Agency, and working up the detailed specification to support the delivery of a comprehensive drainage strategy, to include installation of new flood attenuation tanks, to benefit the wider Collaton St Mary area.
- h) Analysis of development options and securing valuation advice to enable the Council to determine the best route to achieve its strategic objectives.

Next steps comprise completing site surveys and investigations, concluding ecology surveys and implementing their recommendations in direct liaison with statutory bodies, demolition of the vacant buildings and progressing the procurement of a development partner.

### **c) Preston Down Road**

The Disposal of Land at Preston Down Road, Paignton was discussed at the full Council meeting on 18 July 2019.

Approval was sought to dispose of the Council's freehold interest in land at Preston Down Road by way of entering into a development agreement with a private sector housing delivery partner via an OJEU compliant process.

The intended outcome of disposal via the development partner route is to deliver a fully planning policy compliant scheme for the provision of new housing at Preston Down Road. The proposed disposal route shall:

- (a) Ensure that the Council's strategic policies are fully adhered to.
- (b) Ensure that the Council's statutory requirements are fully adhered to.
- (c) Provide the Council with an opportunity to shape scheme outputs.
- (d) Enable the Council to influence affordable housing split.
- (e) Provide the Council with a capital receipt to contribute towards the capital programme.

Another tangible benefit of progressing via the development partner route is that the Council will be able to influence the scheme to be delivered to a greater extent than if the sites were just sold on the open market. It is possible that any straight forward land disposal could see the developer apply to reduce their planning contributions and affordable housing obligations as part of their planning application.

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- (i) that the disposal of the freehold interest at Collaton St Mary and Preston Down Road (identified in Appendices 1 and 2 to the submitted report), be approved and the Chief Executive be given delegated authority to agree and finalise any Heads of Terms in consultation with the Cabinet, Group Leaders and the Section 151 Officer. Any future capital receipts from the disposals will in the first instance be used to offset the £2.4 million cost for acquiring the sites, with any surplus being used to support capital projects linked to priorities around employment, town centre regeneration and heritage assets;
- (ii) that delegated authority be given to the Chief Executive, in consultation with the Cabinet and Group Leaders, to select and then enter into a development agreement with a development partner for the effective delivery of the Scheme;
- (iii) that in furtherance of (i) above, the Chief Executive be given delegated

authority, in consultation with the Cabinet and Group Leaders, to negotiate and agree terms for the acquisition by agreement of any land, interests or rights as may be required for delivery of the Scheme; and

- (iv) that the Chief Executive invite the Torbay Community Partnership Company to appoint a community representative to assist in identifying the selection criteria of the procurement of a development partner and to sit on the selection panel for the development partner.

In accordance with (iv) above, a Cabinet meeting was held on 3 September 2019, with a nominated community representative present, to discuss and agree the Selection Criteria for the procurement of a development partner.

The Council has obtained detailed legal, commercial and procurement advice and is on target to procure a development partner via an OJEU compliant procurement route in accordance with agreed LRF timescales.

In direct accordance with LRF grant conditions the LRF Board has commissioned the following enabling works:

- a) Undertaking site surveys and investigations including topographical surveys; tree surveys; ecology surveys; and desktop due diligence.
- b) Undertaking a drainage strategy review for the site.
- c) Undertaking detailed legal due diligence to cleanse the title including advice on encroachments and unauthorised use and occupation of the land.
- d) Obtaining strategic development, legal, contract procurement and commercial advice to support the Council in procuring a private sector partner via a Competitive Dialogue OJEU process.
- e) Analysis of development options and securing valuation advice to enable the Council to determine the best route to achieve its strategic objectives.

Next steps comprise completing site surveys and investigations, concluding ecology surveys and implementing their recommendations in direct liaison with statutory bodies, and progressing the procurement of a development partner.

## **9. Key Risks**

If there is not ongoing support for the actions required to dispose of or develop the sites then the following risks apply:

- (a) The Council may have to repay LRF monies received.
- (b) There will be a reputational risk for the Council which may impact upon the Council's ability to access future funding, such as Future High Streets capital funding.
- (c) Future grant income streams may be adversely affected.

- (d) In the absence of LRF grant aid, the Council would need to fund all of the exploratory works required to bring the sites forward for development.
- (e) If the sites are not brought forward for development they will not be able to contribute towards the Council's 5-year housing land supply. Consequently this increases the risk to the Council of unwelcome planning applications from sites not identified in the local plan.
- (f) If the Council is not in contract with a development partner by March 2020 there is a risk that unspent monies may have to be repaid to MHCLG. However, open dialogue has been maintained with MHCLG throughout the development process whom are supportive of the Council's aspirations and its progress achieved to date.

All risks are reported to and discussed by the LRF Board on a monthly basis.

## **10. Liaison with OPE / LGA and OPE8**

The Council is required to submit quarterly progress reports to the OPE / LGA team. The TDA does this on the Council's behalf.

Attendance by the Council (Kevin Mowat) of Devon & Torbay Partnership Board meetings helps ensure the Council is engaged with the wider partnership and the OPE / LGA team.

The next round of OPE funding (OPE8) is due to be open in autumn 2019. The OPE / LGA team has advised that the Council / TDA submission for OPE / British Property Federation funding, which focused on the upper end of Torquay's High Street, provides a good basis for a OPE8 bid. Advice from the OPE / LGA team suggests a need to better promote:

- the Council's 'big picture' ambitions, for growth and change;
- the big issues for the Council, specifically in relation to town centres, children's services and adult social care;
- the role of public sector organisations, resources and assets in resolving those issues;
- integrated solutions, that deliver on 'big picture' ambitions.



Cabinet Office



Local Government Association



Department for Communities and Local Government

One Public Estate Phase 6

# DEVON & TORBAY OPE PARTNERSHIP



West Devon Borough Council



South Western Ambulance Service NHS Foundation Trust



Devon & Cornwall Police  
Building safer communities together



## Services and Assets Delivery Plan

3 November 2017



## Foreword

### **Integrating services in our communities. Driving place-based regeneration. Delivering public sector efficiency**

We are delighted to endorse this Devon & Torbay Services and Assets Delivery Plan submission under Phase 6 of the One Public Estate programme.

The Devon & Torbay One Public Estate partnership spans 10 local authorities and serves a population of almost 1 million people. It includes partners from the National Health Service, and the Blue Light Fire Services, and it will seek to work closely with a number of central government departments. Together we have formulated a transformative plan to maximise the potential of the area's publicly-owned estate in order to drive economic growth, improve public service delivery and unlock greater efficiencies.

Devon and Torbay is a very large geographical area. Although much of its population is centred around its 30 market and coastal towns, and the city of Exeter, it has a large rural population which creates significant challenges for the delivery of public services. As a partnership area, productivity and living standards lag behind the national average. While there are areas of strong economic performance, such as Exeter and East Devon, other places are amongst the most deprived in the UK. Yet land for development in key parts of Devon & Torbay is expensive and housing affordability represents a particular challenge, with average price-to-earnings ratios in some areas on a par with parts of London. Housing delivery is difficult due to the high quality of the natural environment with 50% of our land area covered by some form of environmental protection, including two national parks, five Areas of Outstanding Natural Beauty and numerous Sites of Special Scientific Interest. Protecting the quality of this environment requires imaginative approaches to development even in urban areas. Healthcare will be a key focus of a number of these projects, and the Partnership will adopt Public Health England's principle of "Health in all Policies" as being a key consideration when making decisions about the public estate.

At the same time, the public sector plays a significant role in the local economy, contributing a higher-than-average share of GDP. In many towns the public sector owns prime central sites, many of which are underutilised or not designed for modern service delivery. One Public Estate represents a significant opportunity to better manage publicly owned assets in those places, which could help to realise significant social and economic benefits. This application proposes funding studies in 5 places to establish the opportunities for collaboration and regeneration that exist in those locations.

A unique opportunity also exists with regards to Royal Marines Base (RMB) Chivenor in North Devon, which the Ministry of Defence has proposed to close by 2027. Given the importance of the base to the local economy it is critical that options are developed to deliver a sustainable future for the local community. The site is unique and its potential is considerable.

We believe that this programme is both credible and ambitious. The Partnership is committed to its success and will devote significant effort to delivering it. A relatively modest investment from the OPE programme could unlock transformational benefits for the Devon & Torbay economy.

Dr Phil Norrey, Chief Executive, Devon County Council

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## Devon OPE Board OPE6 Services & Assets Delivery Plan – Summary Programme and Outputs

We are seeking **£750,000 capacity funding** to drive forward an ambitious programme of OPE and LRF projects which can potentially achieve the core outputs listed below.

### Our OPE Outputs –

New Homes	New Jobs	Running Cost Savings (£m pa)	Capital Receipts (£m)	Private Inward Investment (£m)
<b>2300</b>	<b>2300</b>	<b>0.9</b>	<b>100</b>	<b>536</b>

## Our Land Release Fund outputs –

Total LRF Funding applied for	Number of projects	Housing units enabled
<b>£11m</b>	<b>9</b>	<b>1100</b>

Devon is a new OPE Partnership covering an extensive geography and a diverse public asset base. We have included a wide range of locations representing the scale and public service needs of our urban, rural and coastal communities which will act as the test-bed enabling us to roll good practice out across the county and with multiple public agencies. Our partners are enthusiastic about the joining the programme but we require significant capacity funding and government support to get the best from OPE and unite it with our existing economic growth and housing strategies. We have prepared an integrated programme which brings the management of our OPE programme and our LRF programme under the Devon and Torbay OPE Board. We believe this brings benefits because we can take a strategic view across the region about how OPE and LRF are jointly contributing to economic growth, housing release and service efficiencies. In many cases we expect our OPE and LRF projects to be working alongside each other to maximize impact.

We are committed to meeting the OPE core criteria and we have a tailored and balanced programme which will be–

- Releasing significant sites for housing, economic growth and regeneration
- Achieving capital receipts for central government and local government partners
- Designing collaborative projects which will achieve efficiency savings for partners and improved and integrated service improvements

The two core streams of our programme are:

RMB Chivenor – The Ministry of Defence has said that it might close RMB Chivenor before 2027. At circa 250 ha in size RMB Chivenor occupies a level and accessible site directly on the attractive North Devon coast, 5 miles north west of Barnstaple, northern Devon’s sub regional centre.

Whilst the local community does not wish to see the base close, there is a desire to be at the forefront of any discussions regarding future uses of the so that we are able to mitigate the economic impact if the MoD confirms the base's closure. The site could deliver a transformational project – a new community comprising a large quantity of housing, possibly several thousand units, alongside high quality employment spaces plus leisure and community space in a unique coastal setting. There would also be significant potential to co-locate local public services on the site.

Thriving Towns - Towns are a key part of the economic fabric of Devon & Torbay. They are central to successful local economies, offering jobs and a base for both small and large businesses. They also play a key social role and are at the core of community life. A large number of public organisations operate in these towns and cities, including local and central government, NHS, police, fire, ambulances and others. More often than not, these organisations operate across separate sites in under-utilised properties. There is therefore significant potential to co-locate partners and free up valuable town centre brownfield sites for economic development (e.g. employment space or housing). In doing so, this programme of work could act as a catalyst to reinvigorate local town economies and support vibrant and sustainable communities. Healthcare will also be a key focus in some of these places

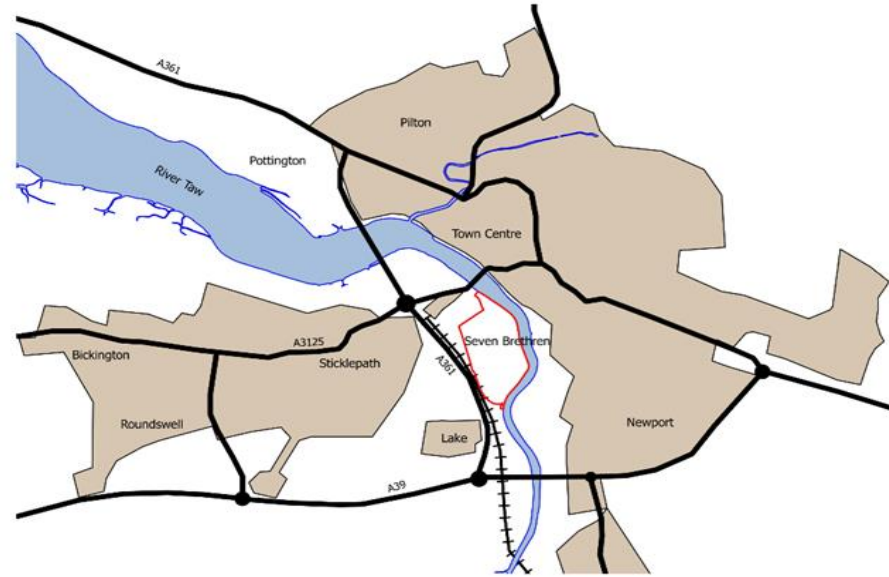
The table below summarises the components of our OPE6 programme:

OPE Project	What will it achieve?
<b>Devon and Torbay OPE and LRF Programme Management</b>	Capacity funding to manage the Devon and Torbay Programme and coordinate project delivery for our OPE programme and LRF programme
<b>Royal Marines Base, Chivenor</b>	While we await the Ministry of Defence's final decision on the closure of the site, we want to develop options for the economic regeneration of this major asset in a unique environment on the Taw Estuary. If the base is closed this could be a transformational project for the region's economy.
<b>Thriving Towns Programme</b>	
<b>Barnstaple-Ilfracombe</b>	A comprehensive assessment of the public asset base in these north Devon towns to unlock housing and regeneration schemes and improve service offers including health

<b>Paignton Health Hub</b>	A collaboration scheme between the local authority and NHS to create a new health hub, library and other public services contributing to the wider town centre regeneration
<b>Okehampton</b>	An asset review with a health and local authority focus which will develop collaborative proposals to improve service delivery in a more remote rural area
<b>Axminster</b>	An asset review seeking to meet local aspirations for improved services and new housing in this small market town
<b>Exmouth</b>	An asset review which will be used to reinforce delivery of the seaside town's ambitious regeneration and economy plans
<b>Land Release Fund</b>	
<b>Torbay Council. 7 Town Centre Strategy sites</b>	Bringing forward key sites to boost town centre regeneration and housing in Torquay, Paignton and Brixham
<b>North Devon Council. Seven Brethren site, Barnstaple</b>	The major brownfield site in Barnstaple occupying a prominent riverside site
<b>Teignbridge Council. Bradley Lane, Newton Abbot</b>	Redevelopment of a run- down industrial estate in the town centre of Newton Abbot



Paignton Health Hub



Seven Brethren LRF site, Barnstaple

## OPE6 Services & Assets Delivery Plan – Capacity Funding Summary

Our request for **£750,000 capacity funding** will be invested in the following core areas during Years 1 and 2 of the Programme

<b>ACTIVITY</b>	<b>total</b>	<b>Yr 1 2017/18</b>	<b>Yr 2 2018/19</b>
<b>Devon OPE programme and project management &amp; LRF programme and project management</b>	£250k	£50k	£200k
<b>RMB Chivenor Visioning and masterplanning</b>	£150k	£50k	£100k
<b>Thriving Towns Asset Reviews Exmouth £75k Okehampton £50k North Devon £75k Axminster £50k</b>	£250k	£50k	£200k
<b>Paignton Health Hub £100k</b>	£100k	£20k	£80k
<b>TOTAL CAPACITY FUNDING</b>	<b>£750k</b>	<b>£170k</b>	<b>£580k</b>



## Responding to new agendas in Devon and Torbay

Devon is the third largest county in the UK, with a total area of 2,500 square miles. The distance from Ilfracombe in the north to Dartmouth in the south is around 80 miles, and from Tavistock in the west to Axminster in the East is 70 miles. While Torbay is relatively compact (350 square miles) and more urbanised, Devon is the seventh most sparsely populated county in the UK, with few large settlements and a dispersed rural population.

The rural nature of the area makes the planning and delivery of public services a complex issue. Rurality can create problems of accessibility, both physically and digitally, which makes it harder to ensure that services are available to those who need them most. However, models of service delivery are adapting to this challenge and technological changes are enabling new approaches. For example, the Local Authorities are investing heavily to extend the rollout of superfast broadband to rural areas which will open up more online services to those far from population centres. In some cases, agencies have collaborated to better integrate their services. For example, Devon County Council led a project to integrate social care with health services in 26 market towns across the County, in part with a view to improving the accessibility of services to users. But in many cases, it remains the case that the public estate is not well configured to modern models of service delivery. This presents significant opportunities for reform.

As a partnership area, productivity and living standards lag behind the national average. While there are areas of strong economic performance, such as Exeter and East Devon, other places are amongst the most deprived in the UK – which is reflected in Devon's EU Assisted Area status. Yet land for development in key parts of Devon & Torbay is both scarce and expensive. Housing affordability represents a particular challenge, with average price-to-earnings ratios on a par with parts of London. Housing delivery is difficult due to the high quality of the natural environment and extensive areas of green field sites. Public opinion does not embrace new housing development and development costs can be higher than other parts of the UK.

At the same time, the public sector plays a significant role in the local economy, contributing a higher-than-average share of GDP. The NHS and Devon County Council, for example, are the largest employers by some distance and also some of the largest individual landowners. This One Public Estate initiative could not have come at a better time for Devon & Torbay. Over the past decade, public sector organisations across Devon and Torbay have been working in partnership to identify opportunities for improved use of public assets. These range from shared accommodation projects, to joint commissioning of services and integrated teams.

Key examples include the co-location of Community Health & Social Care Teams, which are focussed on dealing with long term complex conditions in older people, in 26 different market and coastal towns across Devon. This 2 year programme of work contributed to the rationalisation of several leasehold and freehold properties. A further example of joint working is Devon's Multi Agency Safeguarding Hub (MASH). The MASH is a Hub focussed on child protection, which is hosted by Devon County Council at County Hall in Exeter and provides accommodation for staff from the Council, the NHS and the Police.

These innovative projects have led to demonstrable improvements for service users, reduced unnecessary costs and unlocked land for more productive uses, including housing and mixed business use. Devon County Council alone has disposed of 77 properties over the last five years, generating over £30m in receipts and reducing running costs by £1.5m p.a.

One Public Estate has the potential to greatly accelerate and expand this work, bringing in new partners and identifying and unlocking wider economic opportunities. The programme has the potential to be transformative for many parts of the Devon & Torbay economy and for the delivery of services in key locations, including in rural areas.

One Public Estate also fits well with local economic priorities, as articulated in the Heart of the South West draft Productivity Strategy which is out for public consultation until 30 November. The Heart of the South West LEP strongly endorses this application. Housing affordability in particular is one of the biggest challenges in Devon & Torbay, with a lack of affordable housing acting as a constraint on economic growth in many places. Local Authorities in the area are stepping up their efforts to unlock sites for development through the adoption of Local Plans. One Public Estate will help to further this work and develop innovative ways of supporting local economies through the better management of public assets.

It is worth noting the recent demographic forecasts the Joint Strategic Needs Assessment has developed – they show that by 2037 the population profile will further exacerbate the issues above – not just the significant increase in over 70's but also the shrinkage of the working age population and the impacts that will have on our economy.

## Our Partnership Area – the geographies served



## Demographics, economy and housing and Local Priorities/Strategic context

The Devon & Torbay population is diverse in its needs. Devon and Torbay has an older population profile than England with a higher proportion in older age groups. All Devon districts have a higher proportion of those aged 85 and over than England, with particularly high concentrations in coastal and market towns. This trend is continuing with a projected increase in population of over 100,000 in the next 20 years which is concentrated in older age groups. Internal migration movements within the UK have a more significant impact than international migration, with a strong net flow from the South East of England. All of these factors create challenges around an increased demand for public services and how those services are accessed, housing viability and affordability and the supply of working-age labour for local employers.

The Devon economy produces over £15billion of output per year, which is nearly £2billion more than Bristol. It has been performing strongly in recent years and is now close to full employment, with only 0.9% of residents claiming Job Seekers Allowance or Universal Credit unemployment benefit and average wages rising faster than the national average. However, productivity and income levels remain low by national standards. For example, UK GVA per head is £25,601, but just £20,503 in Devon. Indeed, the productivity gap between Devon and the rest of the UK as actually widened in the last decade: GVA per hour in is now just 85% of the UK average. This low level of productivity impacts on housing affordability – which in parts of Devon & Torbay is on a par with some London boroughs - and on relative poverty.

Moreover, the averages mask significant differences in economic performance within Devon & Torbay. Exeter is the best performing district with a GVA per head of £32,000, which has been growing strongly in recent years. This growth has been shared in parts of East Devon, Teignbridge and Mid-Devon. But in Torrington, in the North of Devon, GVA per head stands at less than half (£15.3k), putting it in the bottom 10% of districts nationally. These disparities are reflected in educational, health, and social outcomes. For example the local authorities with the highest proportion of people with no qualifications are North Devon and West Devon and the lowest is Exeter. There is variation in the proportion of people claiming health-related benefits (Employment and Support Allowance and Incapacity Benefit) in Devon with the highest levels in North Devon and Torrington. Food poverty (the inability to afford or have reasonable access to food which provides a healthy diet) is a significant issue and is increasingly affecting people in low paid employment.

Torbay comprises three towns: Torquay, Paignton, and Brixham. It has 22 miles of coastline and 48% of its land area is countryside or has an important landscape designation. It is one of the country's top 10 visitor destinations, welcoming 4.5m visitors every year. Torbay has significant budget pressures, as a small unitary authority area (24 sq miles), with a population of 133,500 (which is projected to grow by 10% over the next 20 years) and responsibilities for adult and children's services for example. This drives the need for budget savings, income generation, efficient working with partners and productive use of a limited land supply.

Torbay has embarked on ambitious growth and regeneration plans. All the building blocks, such as up to date plans and strategies, are in place for growth and regeneration. The Council is moving with pace and at scale to deliver:

- Regeneration of its three town centres, with the Council using its own land and finance to lead that delivery;
- Significant new business space, to meet strong demand and the needs of a strong entrepreneurial culture;

- Major infrastructure improvements, including road, rail and sea defences;
- Major urban extensions which, coupled with town centre regeneration sites, provide space for housing growth.

Torbay's ambition has helped secure recent investment and further investment is planned. As such Torbay has seen or expects to see: over £75m of investment from overseas, specifically in business growth and the hospitality industry; about £50m in investment from within the UK, specifically to support hi-tech growth, business expansion, the hospitality industry and place making; and over £60m by the Council itself, in economic development and regeneration.

Addressing these challenges will require innovative and creative solutions, to unlock barriers to growth including development viability, particularly in the context of reduced government funding for regional economic development. Optimising the public estate can offer a win-win by enabling the transformation of public service delivery while at the same time unlocking sites for new economic uses. This in turn can help to drive improvements in economic, social and health outcomes in key locations. Accordingly, this application has been endorsed by the Heart of the South West LEP as being fully consistent with their objectives for local economic development.

## Why OPE?

We have a transformative plan to maximise the potential of the area's publicly-owned estate in order to drive economic growth, improve public service delivery and unlock efficiencies. Recent collaborative projects have led to demonstrable improvements for service users, reduced unnecessary costs and unlocked land for more productive uses, including housing and mixed business use. Devon County Council alone has disposed of 77 properties over the last five years, generating over £30m in receipts and reducing running costs by £1.5m p.a.

One Public Estate has the potential to greatly accelerate and expand this work, bringing in new partners and identifying and unlocking wider economic opportunities. The programme has the potential to be transformative for many parts of the Devon & Torbay economy and for the delivery of services in key locations, including in rural areas.

This OPE partnership will work closely with other geographical groupings across the region. For example, we are working closely with our Local Enterprise Partnership to drive economic growth and to reduce inequality. In addition to our 10 local authorities we have partnered with Devon Shaping Future Care STP representing the health partners across Devon and Torbay, the blue light services and the HCA to develop this bid. Further partners will be added from central government (DWP, MoJ, MoD) once the programme is up and running and the OPE Board is meeting.

This programme is both credible and ambitious. The Partnership is committed to its success and will devote significant effort to delivering it. This would be supported immeasurably by the expert support and convening power of the OPE programme. Moreover, with resources tight for most partners, a small amount of external investment can help to unlock benefits much faster than might otherwise be possible.

#### The Regional MOD context –

The Ministry of Defence is rationalising its estate nationally, which is likely to impact across the Heart of the South West area. For example, the MoD has proposed the closure of both RMB Chivenor in North Devon and RMB Norton Manor Camp near Taunton, while other areas such as a Plymouth could see a transfer in of functions as part of the redeployment. These changes are likely to have a significant impact on the local economies and communities in which those bases are located. Should these changes be implemented, they may also present an opportunity to help to address some of the long-term economic challenges facing the region, for example a lack of housing supply or good quality employment opportunities. An application has been submitted to the Local Enterprise Partnership to support an analysis of the economic impacts of those bases and the long-term challenges faced by those local economies. We are keen to use the OPE Programme to maximise the opportunities presented by MoD rationalisation to boost the economy and housing development and we will look how other OPE groups are managing this such as Wiltshire Council's Military Civilian Integration Partnership

#### Transforming the Healthcare estate –

By joining our OPE Programme with the work of Devon's NHS STP area we can exploit efficiencies in this large and diverse estate. The healthcare estate in the Devon STP covers 640,000 m2 including a communities hospitals estate of 83,000m2. The OPE Programme will support NHS reform and there are significant opportunities for collaboration with other public sector organisations to share space, utilise spare capacity and potentially to release surplus land for other economic uses. This will help to enable a configuration of community buildings that is fit for purpose to deliver integrated health and social care services of the future. Potential projects could include collocating community health services with local authority services, central government services, libraries, educational facilities or voluntary organisations. These hubs would reinvigorate the areas they serve and improve experiences for patients. Surplus land could also be released for more productive economic uses, including housing.

## Our OPE 6 Programme

We have refined the themes in our EOI and have now merged the Thriving Towns and Transformative Healthcare themes into a single strand. We want to pursue opportunities from the whole public asset base in these towns including - but not limited to - the NHS. The Partnership has

identified a number of places where OPE can support a programme of work to analyse the wider public estate in those localities to identify the potential for mutually beneficial collaborations. The decision about how health assets are managed would remain with the NHS, but this process will help to ensure that all possibilities for the sharing of estates have been explored before such decisions are taken.

A summary of our OPE programme is shown below and we have included detailed project templates in our **Appendix Document** which detail the individual funding, project benefits, delivery milestones and risk management–

## 1. OPE Programme Management capacity

Funding to manage our OPE Programme at Devon and Torbay level and co-ordinating delivery of the OPE projects with the local partners

We are therefore requesting £250,000 OPE programme management funding over a two year period to invest in dedicated resource to assume day to day responsibility for our progress and our partnership activity. As a new partnership we need to build up capacity and active engagement with our partner organisations and their delivery teams on the ground. The funding will be used to fund an OPE Programme Management Office with technical and administrative expertise backed up by consultancy resources where required to report to the OPE Board and coordinate the OPE projects by working with local delivery partners. The Programme Manager's activities will include -

### A. Programme Management. Supporting the activities and reporting progress to the Devon and Torbay OPE Board

- Secretariat for the Devon and Torbay OPE Board
- GPU/LGA reporting
- Ensuring that the OPE and LRF Programme is on target to deliver through interaction with project delivery teams
- Accountable body function
- General administration

### B. Project Support. Commissioning resources to support OPE projects and LRF projects and providing support and advice to the local delivery teams. Providing project management resources for the projects where this is lacking in local delivery teams.

- Supporting the delivery teams with central procurement for technical and feasibility studies on their projects via frameworks and tenders. This will streamline procurement and ensure we get consistent and high quality advice used across the programme

- Providing a project manager (temporary contract or consultancy) where projects do not have this capacity locally. As well as managing project delivery the PMs will be responsible for managing the project governance. For example on RMB Chivenor we anticipate setting up a stakeholder board led by a local business champion to oversee the visioning and masterplanning process.
- Funding additional feasibility and technical studies where projects proceed beyond the asset review and need additional budget to progress to the next stage of delivery eg site options studies, design and cost planning, technical assessments on land eg utilities information, contamination, flood defence, infrastructure, legal advice and planning applications, financial modelling of schemes, support with consultation and project communication.

## 2. Royal Marines Base (RMB) Chivenor

A transformational project which can deliver upwards of 2,000 houses plus a similar number of jobs. OPE funding will develop options for the future of the site and establish accurately its potential for economic and housing development. If the MOD confirm the closure of the base, we would want to establish a protocol with MOD for the phased release of the site and prepare a regeneration plan that can engage national and local stakeholders and create a sustainable new community and economic growth. We will undertake visioning and masterplanning studies, undertake market sector assessments, and investigate delivery options for the project.





RMB Chivenor, on Taw Estuary 5 miles from Barnstaple

### 3. Thriving Towns

- **Paignton Health Hub** – an NHS/local authority collaborative project co-locating health services with a library and other services to deliver improved services and release assets. Sits within the wider Paignton Civic Hub regeneration programme which is also seeking LRF for mixed used development sites.
- **North Devon Public Estate Review** - identifying opportunities for land release and public sector collaboration through carrying out an estate review of key sites in the North Devon region specifically within Barnstaple and Ilfracombe. The two towns contain significant assets particularly local authority and health sites.

- **Axminster Public Estate Review** – East Devon District Council is keen to work within the OPE initiative and with other public bodies to make best use of our assets to support our communities and local economies. We are interested in supporting new jobs and homes in Axminster. We look forward to OPE supporting public bodies in the town to assess their assets and services and explore with us how EDDC might participate and identify opportunities to release housing land and service efficiencies through improving utilization of assets and carrying out estate rationalization in this small rural town.
- **Exmouth Public Estate Review** – Much has already been achieved in the use of the public estate in Exmouth and EDDC has a committed regeneration focus in the town. Subject to detailed consideration and decision by EDDC members on this OPE proposal, the council is already leading an existing regeneration partnership that can be key to the delivery of an OPE scoping exercise in Exmouth. This review is proposed to take advantage of the considerable public asset base to support this larger seaside town's ongoing regeneration and economic growth strategy.
- **Okehampton Public Estate Review** – addressing the issue of poor condition, underutilized and underperforming public estate through identifying collaborative opportunities to co-locate and release land for housing development



Exmouth Police Station



Okehampton Hospital



Paignton Hospital

#### 4. Support from Central Government

- Help to deliver the support of central government departments and unblock any potential co-ordination issues e.g. conflicting departmental priorities. Specifically, the programme team's assistance is sought to facilitate engagement with the MOD, DWP and MOJ.
- Provide access to learning from best-practice OPE partnerships elsewhere in the country
- Provide links to expert support such as master-planning, property, space utilisation, inward investment
- Dedicated workshop(s) and technical advice for local authorities for migration on to ePIMS lite system

## Our Land Release Fund Programme

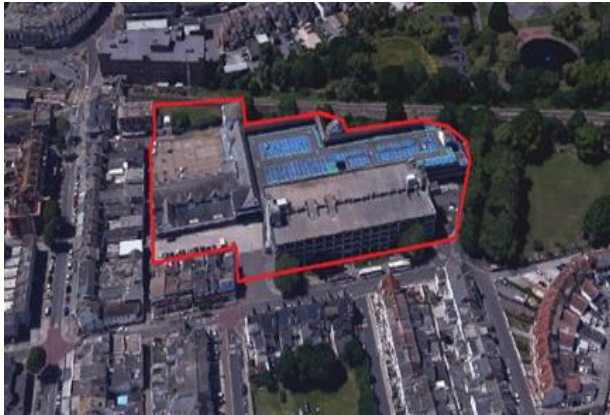
Our local authorities are enthusiastic about using the LRF both to contribute to housing supply in areas of pressing need and to help drive forward regeneration of key town centre sites. We have carefully assessed those sites which are in a position to deliver enabled housing sites on or before March 2020 through council-led joint ventures and more conventional disposals to housebuilders. Where we are not convinced that sites will be enabled by this date we have put them into our future LRF pipeline.

We believe we have an exciting blend of brownfield urban regeneration sites and greenfield urban extensions which will be significant contributors to Devon and Torbay's short terms housing needs. We consider that the sites offer good innovation in how they will be delivered and we have detailed this in the project proformas.

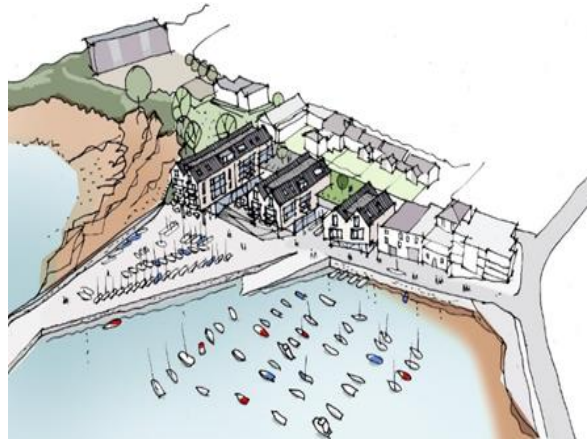
A summary list of the sites is shown below and the project proformas are included in the accompanying **Appendix Document** to be read alongside the LRF basic details spreadsheet and the technical assessments for each site.

Applicant & landowner	Site description	Housing units	LRF applied for (£m)
<b>Torbay Council</b>	Victoria Square , Paignton Mixed use town centre scheme with new Lidl store	100	0.9
<b>Torbay Council</b>	South Quay, Paignton Mixed use development of harbour including community and waterside commercial uses	52	0.59
<b>Torbay Council</b>	Upton Place car park, Torquay Prominent site next to the Town Hall	86	0.55
<b>Torbay Council</b>	Temperance Street, Torquay Car park off main shopping street	48	0.34
<b>Torbay Council</b>	Brixham town centre car park Mixed use scheme near harbour including small food store and replacement parking	50	0.75
<b>Torbay Council</b>	Preston Down Rd, Paignton Greenfield extension nr Torbay Ring Road	150	1.1
<b>Torbay Council</b>	Collaton St Mary urban extension Greenfield extension nr Torbay Ring Road	200	1.9

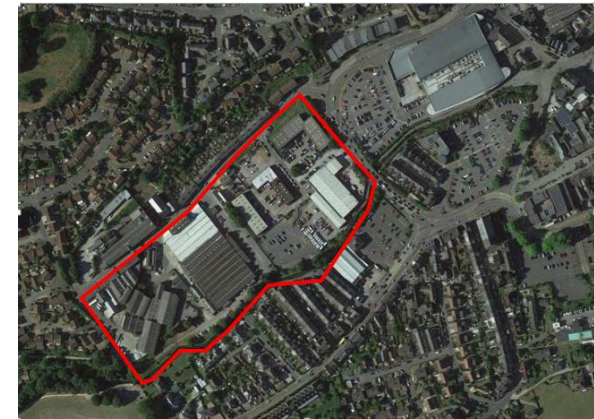
<b>North Devon Council</b>	Seven Brethren, Barnstaple Prominent brownfield riverside site adjacent to the town centre	245	2.2
<b>Teignbridge Council</b>	Bradley Lane, Newton Abbot Brownfield industrial estate in the town centre	170	2.5
<b>Totals</b>		<b>1101</b>	<b>10.8</b>



Victoria Square Paignton



South Quay Paignton



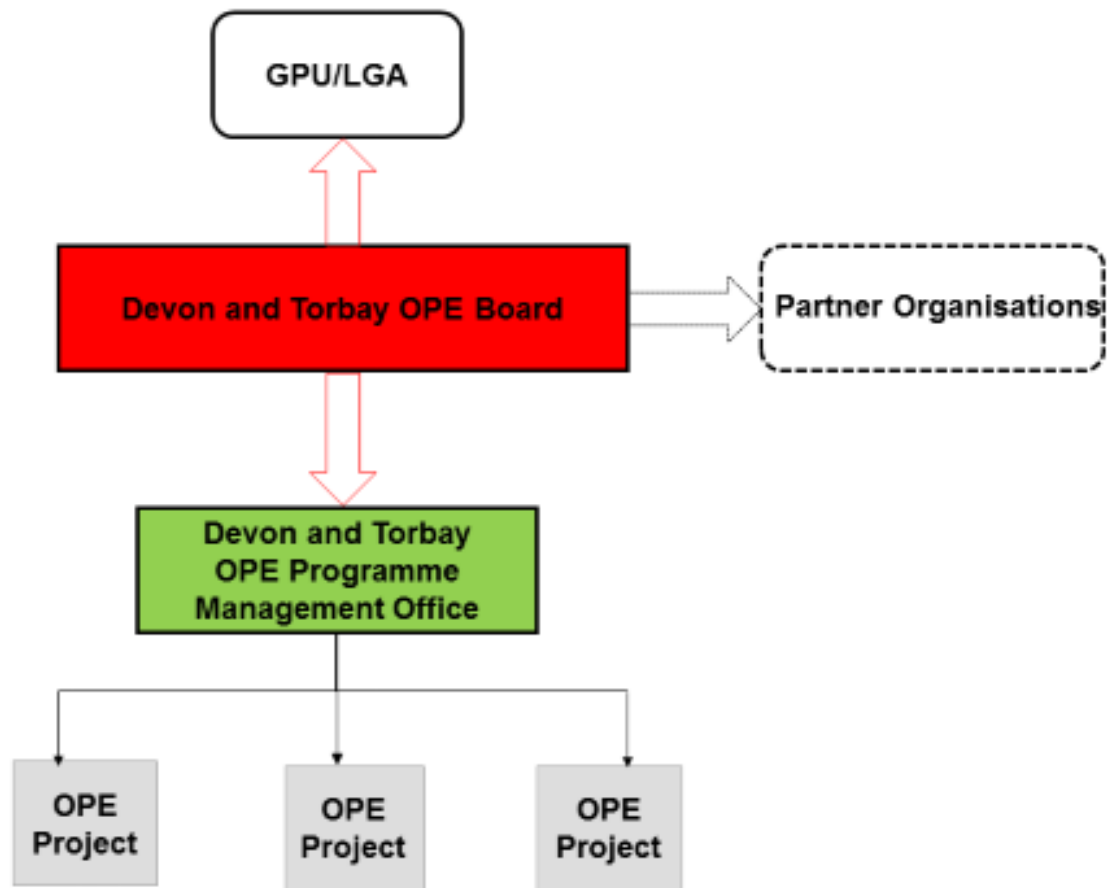
Bradley Lane Newton Abbot

## Our Partnership Board & Governance

Leaders and Chief Executives of each of the Devon Councils, Torbay Council and all NHS organisations across Devon & Torbay have given their support to a One Public Estate application. Senior officials from the other organisations in the partnership have endorsed their participation.

The Devon & Torbay OPE programme will be governed by a senior officer Board, which will be chaired by the Chief Executive of Devon County Council as the lead authority and would include representatives from each partner organisation. This programme board will meet quarterly to oversee the successful delivery of the projects.

A Programme Management Office (PMO) will be established to oversee day to day progress and drive completion of the activities set out above. This team will report directly to the OPE Board. The PMO will comprise a programme manager, support officer, officers of the council, STP leads, partner representatives and appointed specialist advisors. The team will work closely with the community. The PMO will provide support and advice to the OPE project delivery teams established by the partners locally to manage the individual projects



## Programme Milestones and Risk Management

The delivery milestones and risk management on the OPE and LRF projects are detailed in the project templates in the **Appendix document**.

At Programme level we are committed to completing the project work in this bid in 2017/18 and 2019/20 so that projects can move into the delivery stage after this.

There are some key risks at Programme level which will be the responsibility of the OPE Board and will be a core task for the Programme Manager to manage.

Key Risk	Management
<b>Central government departments to not engage with the OPE Partnership</b>	OPE Board develop a strategy which shows the added value government departments can achieve by joining in collaborative projects ; use GPU/LGA support
<b>Maintaining full engagement by bid partners</b>	The OPE Board has senior representatives from partner organisations who have collective responsibility to deliver and meet targets
<b>Projects are delayed and lose momentum</b>	OPE Board and PMO responsible for maintaining delivery milestones ; Board communicate benefits of collaborative projects to influencers in partner organisations
<b>Tensions emerge between partners on key projects eg local authorities and NHS</b>	Role of Board to broker solutions to get optimum collaborative benefits for all partners ; use LGA/GPU support



## Pre-Selection Criteria

Devon County Council (as lead for the partnership) is taking responsibility for ensuring that all pre-selection criteria are met by 31 March 2018.

Pre Selection Criteria	Actions to date
<p><b>Record all land and property assets owned by partnership authorities (except social housing stock) and public sector partners on the ePIMS Lite system.</b></p>	<p>The local authorities are committed to starting to use the epims lite system but will require GPU/LGA support in the form of workshops/technical support and using capacity funding to help with data migration</p>
<p><b>Make details of all land and property owned by the partnership publically accessible including in authorities' statutory annual reports.</b></p>	<p>This has already being implemented by the local authorities</p>
<p><b>To provide data on:</b></p> <ul style="list-style-type: none"> <li>• <b>all local authority land released since 2015 and assumed housing capacity</b></li> <li>• <b>information on all local authority land planned for release before March 2020 and assumed housing capacity</b></li> <li>• <b>disposals and future disposal strategy on a bi-annual basis</b></li> <li>• <b>estimated value of all local authority owned land and buildings within the partnership area.</b></li> </ul>	<p>Local authorities are happy to report on this basis</p>
<p><b>Put in place an effective board, bringing together partnership members and wider public sector partners.</b></p>	<p>Devon and Torbay OPE Board has been established</p>

**Agree to adhere to quarterly reporting arrangements which provide progress on partnership activity, project delivery and data updates on Local Authority land released**

The OPE Board is happy to meet this reporting commitment

## Partnership Commitment

The submission of this Services & Assets Delivery Plan is supported by Senior Representatives of the following Partner organisations led by Devon County Council on behalf of the Devon OPE Board:

**Devon County Council**

**Torbay Council**

**Exeter City Council**

**Teignbridge Council**

**East Devon District Council**

**Northern Devon Healthcare NHS Trust**

**Royal Devon and Exeter NHS Foundation Trust**

**Torbay and South Devon NHS Foundation Trust**

**Livewell South West**

**South Devon and Torbay Clinical Commissioning Group**

**Devon and Cornwall Police**

**South Western Ambulance Service NHS Foundation Trust**

**South Hams District Council**

**West Devon Borough Council**

**Torrige District Council**

**North Devon Council**

**Mid Devon District Council**

**Northern, Eastern and Western Devon Clinical Commissioning Group**

**Plymouth Hospitals NHS Trust**

**Devon Partnership NHS Trust**

**Homes and Communities Agency**

**Heart of South West LEP**



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