



Monday, 18 November 2019

CABINET

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

Tuesday, 26 November 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 Committee

Councillor Steve Darling (Chairman)

Councillor Long

Councillor Stockman

Councillor Morey

Councillor Law

Councillor Carter

Councillor Cowell

A prosperous and healthy Torbay

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

CABINET AGENDA

1. **Apologies**
To receive apologies for absence.
2. **Minutes** (Pages 4 - 10)
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 12 November 2019.
3. **Disclosure of Interests**
 - (a) To receive declarations of non pecuniary interests in respect of items on this agenda.

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
 - (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda.

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Communications**
To receive any communications or announcements from the Leader of the Council.
5. **Urgent Items**
To consider any other items the Chairman decides are urgent.
6. **Matters for Consideration**
7. **Community Conference 2019 - Next Steps** (Pages 11 - 38)
To consider the submitted report on the outcome of the community conference.
8. **Draft Community and Corporate Plan for consultation** (Pages 39 - 53)
To consider the proposed consultation document in respect of the Community and Corporate Plan (Policy Framework document).

9. **Revised Children's Services Medium Term Financial Plan** (Pages 54 - 63)
To consider and note the submitted report on the above.
10. **Exclusion of Press and Public**
To consider passing a resolution to exclude the press and public from the meeting prior to consideration of the following items on the agenda on the grounds that exempt information (as defined in Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) is likely to be disclosed.
11. **New Investment Opportunity 1/6/18 Update** (Pages 64 - 107)
To consider potential investment opportunities.
12. **New Economic Growth Fund Opportunities**
To consider any new Economic Growth Fund investment opportunities.



Minutes of the Cabinet

12 November 2019

-: Present :-

Steve Darling (Chairman)

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

(Also in attendance: Councillors Brooks, Bye and David Thomas)

47. Minutes

The Minutes of the meeting of the Cabinet held on 15 October 2019 were confirmed as a correct record and signed by the Chairman.

48. Communications

The Leader of the Council, Councillor Steve Darling, referred to a meeting held last week of the Greater South West Team, this involved Chief Executives, Leaders and representatives from the Local Enterprise Partnership (LEP) from Devon, Cornwall, Somerset, Dorset and Torbay, where they agreed to proceed with a Greater South West Document to put to the Government to help drive our economy in the South West and unlock additional funding opportunities. He welcomed all party involvement in supporting this document when it comes forward for approval over the next few months.

The Cabinet Member for Children's Services, Councillor Law, outlined the success of the Children Looked After Awards ceremony held last Friday and how proud she was of these children. Some of the children had said it was the best event of their lives. The event also involved local businesses who provided prizes and praised the children for the way they behaved and thanked everyone involved. Torquay United Football Club and Torbay Steam Railway have also given our looked after children and families free tickets to show the appreciation of all their good work.

The Cabinet Member for Adults and Public Health, Councillor Stockman, referred to a recent meeting with Adel Jones, Director of Transformation and Partnerships - Torbay and South Devon NHS Foundation Trust, where praise was given to both the Trust and Torbay Council for agreeing the risk share and the commitment to working together to reduce the money spent on adult social care.

49. Urgent Items

The Cabinet considered the item in Minute 50.1, and not included on the agenda, the Chairman being of the opinion that it was urgent by reason of special

circumstances i.e. the matter having arising since the agenda was prepared and it was unreasonable to delay a decision until the next meeting.

50. Matters for Consideration

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

50.1 Notice of Motion - Action to Reduce the Impact of Fireworks

50.2 Early Years Sufficiency Annual Report

50.3 Children's Services - Improvement Plan and Monitoring Visit

Members received and noted the submitted report which set out the revised Children's Improvement Plan and Ofsted Monitoring Letter. These documents had been considered in detail at the meeting of the Overview and Scrutiny Board on 29 October 2019 and their feedback was included in the covering report.

The Cabinet Member for Children's Services highlighted the ongoing work being carried out by the Service including changes to the relationship with Plymouth City Council, which had been announced since the Board meeting. Following a review with colleagues from Plymouth City Council and the Department for Education of the joint arrangements with Plymouth it was decided that both Councils need their own dedicated Director of Children's Services to make the improvements that are necessary for our respective services at pace. This means that by mutual agreement the arrangements with Plymouth will end in Mid-January 2020 and the Council will seek to recruit a full time Director of Children's Services. In the meantime, the Employment Committee has recommended that Nancy Meehan be appointed as the Interim Director of Children's Services which will be agreed formally at the Council meeting on 9 January 2020.

The Cabinet acknowledged the need to learn from other Authorities' good practice and welcomed Nancy Meehan, Deputy Director of Children's Services and her Team, who have a proven track record of improving Children's Services in other areas such as Tower Hamlets.

Members acknowledged that whilst the letter highlighted some areas in need of improvement, it complimented the Council-wide improvement programme, appointment of a new chair of the Children's Improvement Board and recognised the corporate and political leadership in driving improvements forward to focus more on the needs of our children. The Chief Finance Officer advised that the proposed budget for 2020/2021 would include investment in Children's Services which it was hoped would, alongside the improvement actions, set the Service on a stable basis.

50.4 Revised Children's Services Medium Term Financial Plan

This item was deferred to 26 November 2019.

50.5 Housing Strategy

This item was withdrawn.

Chairman

Record of Decision

Notice of Motion - Action to Reduce the Impact of Fireworks

Decision Taker

Cabinet on 12 November 2019

Decision

- (i) to request that organisers of all public firework displays within Torbay advertise them in advance of the event, allowing residents to take precautions for their animals and vulnerable people;
- (ii) to support public awareness about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks;
- (iii) to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90 decibels for those sold to the public for private displays; and
- (iv) to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for public display.

Reason for the Decision

To support the Motion in respect of action to reduce the impact of fireworks.

Implementation

This decision will come into force and may be implemented on Monday, 25 November 2019 unless the call-in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

Information

The Cabinet considered a motion in relation to local radio cuts, notice of which was given in accordance with Standing Order A14.

Councillor Long proposed and Councillor Cowell seconded a motion, as set out below which was agreed unanimously by the Cabinet:

Fireworks are used by people throughout the year to mark different events. Whilst they can bring much enjoyment to some people, they can cause significant problems and fear for other people and animals. Vulnerable people can become confused and disorientated by the noise. They can be a source of fear and distress for many animals (including pets, farm livestock and wildlife). Animals affected not only suffer psychological distress but can also cause themselves injuries, sometimes very serious ones, as they attempt to run away or hide from the noise.

Cabinet resolves:

- (i) to request that organisers of all public firework displays within Torbay advertise them in advance of the event, allowing residents to take precautions for their animals and vulnerable people;

- (ii) to support public awareness about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks;
- (iii) to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90 decibels for those sold to the public for private displays; and
- (iv) to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for public

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None

Published

15 November 2019

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

Date: 15 November 2019

Record of Decision

Early Years Sufficiency Annual Report

Decision Taker

Cabinet on 12 November 2019

Decision

- (i) that the Torbay Childcare Sufficiency Report (September 2019) set out at Appendix 1 to the submitted report be approved and published; and
- (ii) that Cabinet receive an update on the progress of implementing the actions in the Torbay Childcare Sufficiency Report at a meeting in May 2020.

Reason for the Decision

The Childcare Sufficiency Report 2019 provides an overview of the local childcare market, changes in the supply and demand for places and the actions necessary to ensure these are sufficient, accessible child care places in Torbay. The report has been updated to reflect the changes to Torbay wards which came into effect in May 2019.

The Childcare Sufficiency Report 2019 takes into account significant changes in Government Policy including the Free Early Education Entitlement (FEEE) for disadvantaged two year olds, the universal entitlement (15 hours) for 3 & 4 year olds and the extended entitlement (30 hours) for working parents of three and four year olds which is now in its third year of operation.

The report contains an updated 2018 action plan which identifies progress made, in addition to the new 2019 action plan detailing the actions that will be taken to ensure childcare capacity continues to develop in line with demand.

Following its approval, the Childcare Sufficiency Report 2019 will be published on the Council's website as well as providing the evidence base for the ongoing dialogue with providers, partners and stakeholders on the development of future capacity.

Implementation

This decision will come into force and may be implemented on Monday, 24 November 2019 unless the call-in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

Information

The Childcare Act 2006 places a duty on local authorities to secure, so far as is reasonably practicable, sufficient childcare for working parents, or parents who are studying or training for employment, for children aged 0 – 14 years (or up to 18 years for disabled children).

As part of these duties, Torbay Council is required to report annually to Elected Members on the local arrangements to ensure those duties are met and a report is available and accessible for parents.

The full report demonstrates that there are sufficient childcare places to meet the requirements

for funded children in Torbay with enough spare capacity to accommodate children aged under 2 who may be accessing a place which their parents pay for. The report identifies that Torbay does therefore have sufficient capacity to accommodate all children who need a place, although parents may not always be able to access their first choice of provider.

Councillor Law proposed and Councillor Steve Darling seconded a motion which was agreed unanimously by the Cabinet as set out above.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None

Published

15 November 2019

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

Date: 15 November 2019



Meeting: Cabinet

Date: 26 November 2019

Wards Affected: All

Report Title: Community Conference 2019 – Next Steps

Is the decision a key decision? No

When does the decision need to be implemented? Immediately

Cabinet Member Contact Details: Councillor Christine Carter, Cabinet Member for Corporate and Community Services, christine.carter@torbay.gov.uk

Supporting Officer Contact Details: Kate Spencer, Head of Policy, Performance and Community Engagement, 01803 207014, kate.spencer@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Council's first Community Conference was held on 11 September 2019. The aim of the Conference was to help develop a new and more engaged relationship between the Council and individuals and communities from across Torbay.
- 1.2 The report from the Community Conference has now been published. This report sets out the next steps which the Council is proposing to take to ensure that the commitment and determination to engage more effectively is put into place.

2. Reason for Proposal and associated financial commitments

- 2.1 It is a priority of the Cabinet and the wider Partnership that the Council better engages with our communities, enabling them to be involved in both the decisions which affect them and in the delivery of services which matter to them.
 - 2.2 The proposals contained in this report will commit the Council financially in respect of:
 - A potential Community Enablement Fund which will be subject to consultation as part of the budget setting process
 - A refocusing of work towards engaging with and enabling the community
-

3. Recommendation(s) / Proposed Decision

- (i) That the Cabinet makes the following commitments to the community of Torbay:
- We will embrace a spirit of cooperation and partnership.
 - We will be open with our communities about the challenges that the Council faces.
 - We will work to empower and enable our communities.
 - We will operate with openness and transparency.
- (ii) That the Cabinet seek the views of the community of how they would like to see these commitments put into practice.
- (iii) That the Leader of the Council and the Chief Executive identify Ward Ambassadors from within the Partnership and the Senior Leadership Team and other senior managers to act together as a point of contact for activity within each ward.
- (iv) That the possibility of establishing a Community Enablement Fund be considered in making proposals for the 2020/2021 Revenue Budget.
- (v) That the action plan set out in Appendix 1 be approved and, in the main, be implemented through the Whole Council Redesign Programme which is currently underway as part of the wider Transformation Portfolio.

Appendices

Appendix 1: Community Conference Report

Appendix 2: Post Community Conference Action Plan

Background Documents

None

Section 1: Background Information

1. What is the proposal / issue?

The Council's first Community Conference was held on 11 September 2019. The aim of the Conference was to help in developing a new and more engaged relationship between the Council and individuals and communities from across Torbay.

This report sets out the Cabinet's commitments to better engaging with the community in order to enable and empower them. The aim is to do things differently, working with individuals, communities and partners to create One Torbay: Working for all Torbay.

Taking account of the messages which were heard at the Community Conference, the Cabinet makes the following commitments to the community of Torbay:

- We will embrace a spirit of cooperation and partnership
- We will be open with our communities about the challenges that the Council faces
- We will work to empower and enable our communities
- We will operate with openness and transparency

The Conference report has now been published, together with video of the event. As part of this publication, the Cabinet wants to hear from the community how they would like to see these commitments put into practice.

In addition an Action Plan has been prepared which takes account of the seven key elements identified by Clarity (the independent facilitators of the event) and the areas for potential action (both strategic and cultural changes and quick wins).

The majority of these actions will be included with the Community Engagement and Empowerment Workstream of the Whole Council Redesign Programme. This Programme (which forms part of the Transformation Portfolio) aims to ensure that the Council has a sustainable operating model for the future. We will be looking to improve access to services for our community, work better with our residents and communities and make the most of the digital opportunities which are available to us.

As part of this work, the Leader and the Chief Executive will identify Ward Ambassadors from with the Partnership and Senior Leadership Team and other senior managers to act together as a single point of contact for activity within each ward. The detail of how this will work in practice will be developed in the coming weeks but they will help to ensure that ideas from the community are considered appropriately and blockages to undertaking that activity are dealt with quickly and efficiently. They will also play a lead role in changing the culture of Torbay Council towards a more positive "can

	<p>do” approach, and will hopefully encourage the community to work more collaboratively also.</p> <p>It is also felt that an element of seed funding is required in order to enable and empower communities. The possibility of establishing a Community Enablement Fund will be considered as the Cabinet develop their proposals for the 2020/2021 Revenue Budget.</p>
<p>2.</p>	<p>What is the current situation?</p> <p>The Torbay Community Conference was designed as the first stage in helping Torbay Council develop a new and more engaged relationship with individuals and communities across the Bay. This desire for more effective and sustained engagement with communities represents a key element in the Council’s broader ambitions for fundamentally re-designing how the Council operates.</p> <p>The purpose of the Conference was:</p> <p style="padding-left: 40px;">Torbay Council needs people and communities to be more involved. We want to have better on-going conversations with individuals and communities, and we want ideas on how individuals, organisations and communities can help us make Torbay thrive. This conference is an opportunity for you to share these ideas, tells us what can be done differently and highlight great examples of community action from which we can all learn.</p> <p>Four overarching (and related) messages emerged from the Conference discussions:</p> <ul style="list-style-type: none"> • There needs to be a change of culture in the Council and also in communities. • Trusted relationships with communities need to be built. • Communication with communities and individuals needs to improve. • Celebration of the Bay’s assets and civic pride need to be encouraged.
<p>3.</p>	<p>What options have been considered?</p> <p>The specific detail about how to address a number of suggestions from the Community Conference still needs to be developed.</p> <p>However there is a commitment to do things differently in relation to community engagement and empowerment. Developing the Council’s approach to this issue through the Whole Council Redesign Programme will ensure that changes are made with the customer and community in mind.</p>

4.	<p>What is the relationship with the priorities within the Partnership Memorandum and the Council's Principles?</p> <p>This proposal is in line with the Partnership's commitment to develop a new and more engaged relationship with individuals and communities across the Bay.</p>
5.	<p>How does this proposal/issue contribute towards the Council's responsibilities as corporate parents?</p> <p>As part of the Council's new approach to community engagement and empowerment, our Children Looked After are a critical group. There is a need to ensure that their views are heard on a range of subjects which matter to them.</p>
6.	<p>How does this proposal/issue tackle poverty, deprivation and vulnerability?</p> <p>The Cabinet is seeking to ensure that community enablement and empowerment reaches all aspects of the Council's work including supporting vulnerable people across Torbay and those who face poverty and deprivation. Ultimately, the Cabinet is looking for the community (including the Council and partners) to come together to turn the tide on poverty, creating One Torbay: Working for all Torbay.</p>
7.	<p>How does the proposal/issue impact on people with learning disabilities?</p> <p>As part of the Council's new approach to community engagement and empowerment, people with learning difficulties are another critical group. There is a need to ensure that their views are heard on a range of subjects which matter to them.</p>
8.	<p>Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?</p> <p>In the first instance the report from the Community Conference will be shared online, with the Community Partnerships and with partner organisations. Views will be sought on how our commitments to community engagement and empowerment will work in practice.</p> <p>As the work develops on embedding community engagement and empowerment, the community will be engaged in a number of ways. Councillors as community leaders will have a vital role to play in this.</p> <p>The potential to establish a Community Enablement Fund will be subject to the consultation as part of the Proposed Revenue Budget for 2020/2021.</p>

Section 2: Implications and Impact Assessment	
9.	<p>What are the financial and legal implications?</p> <p>The financial and legal implications of the activity within the Action Plan will be considered as each action is implemented.</p>
10.	<p>What are the risks?</p> <p>The risks the activity within the Action Plan will be considered as each action is implemented. However, the Council will need to consider its position in relation to risk and potentially move towards being a less risk adverse organisation in relation to communities helping to deliver services.</p>
11.	<p>Public Services Value (Social Value) Act 2012</p> <p>As the Council develops its approach to community engagement and empowerment, there will be an opportunity through the Public Services Value (Social Value) Act 2012 to maximise the benefits to our communities through the contracts that the Council has.</p>
12.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>The purpose of the Community Conference was to gather feedback from the community about how they currently work, the barriers and constraints to greater community engagement and the action needed to facilitate and support this.</p> <p>This information is contained within the report of the Community Conference.</p>
13.	<p>What are key findings from the consultation you have carried out?</p> <p>The four overarching messages from the Community Conference were:</p> <ul style="list-style-type: none"> • There needs to be a change of culture in the Council and also in communities. • Trusted relationships with communities need to be built. • Communication with communities and individuals needs to improve. • Celebration of the Bay's assets and civic pride need to be encouraged.
14.	<p>Amendments to Proposal / Mitigating Actions</p> <p>Not applicable</p>

Equality Impacts

15.	Identify the potential positive and negative impacts on specific groups			
	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact	
Older or younger people	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
People with caring Responsibilities	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
People with a disability	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
Women or men	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
Religion or belief (including lack of belief)	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			
People who are lesbian, gay or bisexual	The aim is to have a positive impact on all groups through having better community engagement and empowerment.			

	People who are transgendered	The aim is to have a positive impact on all groups through having better community engagement and empowerment.		
	People who are in a marriage or civil partnership	The aim is to have a positive impact on all groups through having better community engagement and empowerment.		
	Women who are pregnant / on maternity leave	The aim is to have a positive impact on all groups through having better community engagement and empowerment.		
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	The aim is to have a positive impact on all groups through having better community engagement and empowerment.		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The aim is to have a positive impact on all groups through having better community engagement and empowerment.		
16.	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	Not applicable		
17.	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	No Applicable		

Torbay Community Conference

2019 Report

This Report summarises the key issues, concerns, ideas and suggestions for action that were discussed at the Torbay Community Conference hosted by Torbay Council and held at Parkfield, Paignton on 11 September 2019.

Clarity CIC was engaged by Torbay Council to help design, organise and facilitate the Conference. This Report was compiled by Stephen Woollett, a Clarity Director, and draws on the reports of group discussions and other feedback from Conference participants.



Summary

The Torbay Community Conference, held on 11 September 2019, was designed to help Torbay Council develop a new and more engaged relationship with individuals and communities across the Bay. Over 120 people from communities across the Bay participated including Council members and senior officers.

Four key overarching messages emerged from Conference discussions:

- There needs to be a change of culture in the Council and in communities.
- Trusted relationships with communities need to be built.
- Communication with communities and individuals needs to improve.
- Celebration of the Bay's assets and civic pride need to be encouraged.

Conference participants also identified a wide range of actions that could be taken to build stronger communities; enable and support community activity; and strengthen the relationship between the Council and local people.

These suggestions include recommendations for fundamental cultural and organisational changes, which may have strategic, policy and resource implications, and a series of "quick wins" - relatively straightforward but important operational improvements which also clearly demonstrate the Council's commitment to act and act relatively quickly.

As independent Conference Facilitators, Clarity feels that the event achieved its desired outcomes and was an excellent starting point for a "new conversation" with communities. It was effective in re-setting the tone for the much more engaged relationship the Council (and communities themselves) seek.

Clarity has identified seven key elements which it believes will be especially important in translating the Council's determination to engage with communities more effectively into real change "on the ground".

1 Background and Context

1.1 The Torbay Community Conference was designed as the first stage in helping Torbay Council develop a new and more engaged relationship with individuals and communities across the Bay. This desire for more effective and sustained engagement with communities represents a key element in the Council's broader ambitions for fundamentally re-designing how the Council operates. The very substantial financial pressures on the Council demands that "new ways of doing things" are explored and that local people and community groups are better able to utilise their assets, skills and capacity to improve the quality of life for individuals and strengthen their communities.

1.2 The tone and theme of the Conference was clearly reflected in the strapline *Together We Can...Start a Conversation*. This emphasis on the Conference starting a dialogue and being the first stage in a new approach is important. It reflects a recognition that the Conference was seen as part of a journey of continuing engagement, albeit one that had not yet been fully mapped out. It also highlighted the importance of the Conference itself demonstrating a new tone and approach by the Council – with considerable emphasis on the Council (members and officers) being primarily in listening mode.

1.3 The public description of the Conference captured its purpose as follows:

Torbay Council needs people and communities to be more involved. We want to have better on-going conversations with individuals and communities, and we want ideas on how individuals, organisations and communities can help us make Torbay thrive. This conference is an opportunity for you to share these ideas, tells us what can be done differently and highlight great examples of community action from which we can all learn.

1.4 The desired outcomes of the Conference were:

- Local people understand that Torbay Council wants a different and more engaged relationship with communities.
- Torbay Council and local people have identified some of the barriers and constraints to greater community engagement and what action is needed to facilitate and support this.
- Torbay Council and local people are more willing to engage with each other in exploring new approaches and identifying solutions.

1.5 A consultation on establishing additional Town Councils in the Bay was launched by the Council earlier in the year¹. While it was felt at the outset that it would be entirely appropriate for the Conference to embrace discussion about the relative merits of new Town Councils, given the parallel consultation process already underway, this should not be an explicit theme.

1.6 A summary of the conference structure, an explanation of how the discussions were captured and recorded (not least to inform this report) and a note on Conference participants are included in Appendix 1.

1.7 One of the keynote speakers, Doug Scrafton (Chair of Par Track Ltd) provided some useful advice for councils and communities as part of his presentation and this can be found in Appendix 2.

1.8 A list of the Conference discussion themes is in Appendix 3 and a summary analysis of the feedback from Conference participants is in Appendix 4.

¹ Brixham already has a Town Council

2 Key Messages

2.1 Four overarching (and related) messages emerged from the Conference discussions.

- There needs to be a **change of culture** in the Council and also in communities.
- **Trusted relationships** with communities need to be built.
- **Communication** with communities and individuals needs to improve.
- **Celebration** of the Bay's assets and **civic pride** need to be encouraged.

Culture Change

2.2 Participants generally perceived that the Council had a *"you can't do this because"* attitude and wanted to see this shift towards a much more positive *"can do"* approach. It was suggested that in responding to groups and communities the Council should think in terms of *"how can we do this together or help you to do it"* and be less risk averse. This change in thinking and attitude needed to be embraced throughout the Council.

2.3 The Council was also seen as having a critical role in encouraging a more confident *"can do"* culture within individuals and communities. One group identified the need to *"give the community permission to help themselves and each other"*. Another group felt that the Council should *"lead by example and assist in educating and changing mindsets"*. The need to build the confidence of people to report poor practice (for example in relation to sub-standard housing) and to whistle blow was also identified.

Trusted Relationships

2.4 The need to *"trust each other"* was referred to throughout the Conference discussions. This is clearly part of the culture change theme but was specifically highlighted in several group discussions. The need for *"trusted relationships"* between communities and the Council were seen as particularly important but trust within the Council (for example between members and staff) and trust between communities, the Council and other agencies were also flagged. The need to *"remove the barriers"* which impact on trust was identified.

2.5 The importance of reducing the bureaucracy and *"red tape"* associated with community activity (events were specifically cited) was flagged by participants. One group suggested that *"rules and regulations should be seen as a set of constraints rather than a stop sign"*.

Communication and Transparency

2.6 There was a general call for improved communication between the Council and communities and the public. Some felt that existing communication processes were disconnected, inadequate and slow. There was a call for greater clarity and transparency with some perceiving the Council as a *"closed door"*. The lack of communication on how some key issues were being handled and where matters were in the decision-making process. One group observed that *"silence is damaging"* because it fuels uncertainty, distrust and speculation.

Celebration and Pride

2.7 The importance of civic pride and celebrating Torbay's assets and achievements were also common themes running through several discussions. This was seen as especially important in the context of the Bay's natural, built and coastal heritage. But the importance of celebrating and sharing best practice, including in relation to community activity generally, was highlighted throughout the Conference. (All

group facilitators were tasked with starting off discussion by identifying good practice and successful and innovative approaches.)

3. Potential Action - Strategic and Cultural Changes

3.1 We have drawn out from the reports and feedback from Conference discussions a series of suggestions and recommendations which seek to address the “big messages” outlined above. These are potentially quite fundamental changes and shifts in approach which have strategic, policy, systems and cultural aspects. Some will have significant resource implications. These are summarised below.

3.2 Council organisational change

- Explore how to empower staff to be more flexible and responsive in engaging with the public and communities.
- Improve communication between Council departments
- Explore the scope for a single connecting point in the Council – helping community groups identify the most appropriate people in the Council for their needs.
- Explore the scope for a simple community small grants programme.

3.3 Community engagement

- Follow up the Community Conference with a targeted programme of involving and connecting with those groups and geographical communities less likely to engage with the Council. *(It is understood the Council is already planning a series of local community conversations which may address this issue.)*
- Develop a mechanism for engaging young people with the Council and in helping community groups to involve young people more effectively. *(Note that the Imagine This Partnership has been playing a leading role in consulting and engaging children and young people.)*
- Support the development of stronger relationships between schools and their local communities,
- Explore the establishment of local “one stop shops” to bring the Council (and other agencies) “closer” to local communities.
- Explore the scope for a holiday or tourist tax to generate additional resources

3.4 Community development

- Work with Torquay United FC to further build their engagement with the community, especially young people.
- Develop an overall strategy for the use of the Bay’s heritage buildings.
- Support the development of Community Builders.
- Undertake or commission a comprehensive mapping of community groups and assets – and make this widely accessible. This could also identify duplication and help facilitate collaboration. *(This information may already be available through TCDT.)*
- Support the further development of social prescribing.
- Explore or support the development and implementation of a volunteer strategy for the Bay.
- Strengthen the connections between housing providers, relevant agencies and community groups.

4 Potential Action – Quick Wins

4.1 We have also identified a series of “Quick Wins” suggested by Conference participants. These are relatively straightforward, generally operational changes or improvements which are important in their own right and also clearly demonstrate the Council’s commitment to act. These are set out below.

4.2 Community development and enabling community activity

- Streamline and simplify the licensing and regulatory requirements for community events and provide information and guidance for community organisers. Also provide a “myth buster” clarifying the position on common assumptions, for example in relation to health and safety.
- Explore the scope for collective or collectively negotiated insurance cover for community activity.
- Encourage and support Council officers to make available and share their expertise with community groups.
- Provide advice and guidance to groups undertaking their own risk assessment.
- Review what support is currently available (through the Council and other agencies) to community groups and social enterprises and seek to fill the gaps and/or improve awareness of existing support.
- Actively seek individuals and groups to undertake and/or participate in environmental, coastal, open space and heritage improvements.
- Support and encourage community weekends, festivals and other events.
- Review and improve the Council’s web site to make information and resources for community action more accessible.
- Support or provide a programme of training for the Chairs of community groups.

4.3 Strengthening Community Engagement

- Deliver or commission a training programme for staff (and Councillors) around community engagement and working with community groups and volunteers.
 - Develop a community engagement protocol/framework to use in designing and developing new projects and seeking funding – ensuring the community is involved from the start
 - Improve the availability of information on individual staff contacts and their roles and responsibilities on the Council’s web site
 - Develop a protocol or guidance for contractors around engagement with communities. (This could be built into service specifications and contracts.)
 - Explore with Torbay Community Development Trust how <https://torbaytogether.org.uk/> can be developed and expanded to take on a broader role around community engagement.
-

5. Conference Evaluation

5.1 Sixty-nine participants completed individual Feedback Forms expressing their views on the Conference itself, further community engagement activity and how they would like to continue to be involved and informed. This is a very impressive response rate for an event of this type and the feedback provides useful intelligence for the Council in planning its approach to community engagement in the future. A summary analysis of the feedback is in Appendix 4.

5.2 Overall, across all criteria against which participants were invited to assess the Conference, 88% rated the event excellent, good or satisfactory. The roundtable/group sessions, the core part of the Conference, were especially highly regarded with 80% rating this excellent or good and 97% rating it satisfactory, good or excellent. Participants were most critical of the information and instructions provided in advance of the event and the venue – although 69% and 61% respectively still rated these satisfactory, good or excellent. Over 40 specific suggestions for how a Conference of this type could be improved were received and these should be used to inform the planning of future events and other engagement activity.

5.3 Participants indicated the preference for further engagement activity and opportunities. Their responses were as follows:

Engagement activity	% participants responding
Annual Community Conference	65%
Regular Social Media Updates	59%
Quarterly Cabinet Conversations	43%
Question Time sessions ahead of Council meetings	42%
Surgeries with Ward Councillors	33%
Facebook Live Discussions	23%

5.4 Not surprisingly, given the positive attitude to further engagement opportunities indicated above, 90% of the 69 participants responding wanted to be sent further information about engagement events; 87% wanted to receive the Conference Report and 42% wanted “*more information about getting involved in my area or a particular service*”.

5.5 Furthermore, participants were asked if “*there are areas or services that you are interested in getting more involved in?*” An impressive 49 people responded positively to this question, covering a wide range of types of activity.

6 Clarity's Independent Perspective

6.1 We were impressed by the generally constructive tone of discussion at the Conference and that the majority of participants engaged actively in exploring how the Council can build a deeper and sustained relationship with communities. The discussions highlighted a wide range of achievements, successes and good practice and generated a substantial number of thoughtful ideas, suggestions and recommendations. These ranged from those requiring a fundamental shift in culture and approach to practical and quite detailed operational proposals. A substantial amount of material (written, video and audio) was generated by the Conference and all this needs to be shared with and reviewed by relevant councillors and officers.

6.2 We think the approach adopted by the Leader and Deputy Leader, other members of Cabinet and the Senior Leadership Team at the Conference clearly showed that the Council was in "listening mode". In our view it demonstrated to participants that the Council really did want to hear what people and communities thought and genuinely wanted their ideas and solutions. We think then that the Conference was effective, in re-setting the tone for the much more engaged relationship the Council seeks.

6.3 As this report sets out, Conference participants voiced a strong desire for a change in the culture and mindset within the Council. We sense this is also recognised by many within the Council. How this fundamental change can be achieved is beyond the scope of this report, but we think the following seven key elements will be especially important in translating the Council's determination to engage with communities more effectively into real change "on the ground".

- A **community engagement strategy** setting out core ambitions, outcomes, values, principles and practices which is embedded in the work of all the Council's Directorates and Departments.
- A programme of **ongoing community engagement and consultation over the coming year** or so with a focus on involving people and communities that tend not to engage readily with the Council.
- A programme to **empower and build the capability of staff** to engage more readily with communities.
- **Improved communication mechanisms** enabling people and communities to more easily access support, information and influence and keep more closely informed on the progress of key issues and decisions within the Council.
- The implementation of a series "**quick wins**" which are relatively straightforward to put in place, valuable actions and demonstrate the Council's commitment to addressing issues raised at the Conference and elsewhere.
- A dialogue with relevant agencies and networks (such as TCDT) to explore how individuals and **communities can be supported to build their own capacity and capability** to take on new roles and responsibilities.
- Establishing a "space" – possibly online – to **celebrate and show case success** and good practice in community engagement, highlighting in particular good "teamwork" between the Council and communities.

6.4 In our view the Conference achieved its desired outcomes (as set out in section 1.4) and provides an excellent foundation for further targeted engagement with communities of interest and place.

www.claritycic.org

September 2019

Structure

1 The Conference was structured to comprise three key elements. Firstly, the Leader of the Council set out the context and purpose of the event at the start and the Deputy Leader reflected on the key themes and outlined key next steps at the end of the event. Secondly two speakers from outside the Bay (Jennie Hartnoll, Mendip Health Connections) and Doug Scrafton (Par Track Ltd) shared their experiences to provide inspiration, example and challenge. And thirdly, and most importantly, the bulk of the Conference was devoted to small group discussions, most of which were focussed on a specific theme. (These themes are listed in Appendix 3)

2 These group discussions provided the key opportunity for participants to share their knowledge, concerns and ideas. While Council members and senior officers were facilitating these discussions, their main role was to listen. Facilitators of the themed groups were tasked with focussing discussion around the following points:

- Examples of good, interesting and innovative examples of community action and involvement in the Bay that could be built on and learnt from; and
- How local people can be enabled to become more involved in meeting the needs of their community; what the Council needs to do (differently) and what support do communities need to take on new roles.

Capturing the Conversation

3 A range of tools were used to capture and record group discussion and the individual views, ideas and concerns of participants. These were:

- a. Four short concise statements from each themed group discussion reflecting key points and “messages” These were recorded on paper and verbally presented in the final session.
- b. Detailed notes of all group discussions compiled by allocated “reporters” amounting to 90 sheets of A2 paper.
- c. Individual suggestions posted on the Conference Comment Boards.
- d. Individual audio interviews with Sound Communities.
- e. Individual video interviews with Torbay Council Communications Team.
- f. Individual Feedback Sheets mainly reflecting participants’ comments on the structure, organisation and content of the event.

4 All of the above material has been or is being collated and will be used to inform the Council’s next steps and will be shared back with participants, the wider public and other stakeholders. The material from a, b and c above have provided the basis for this report.

Conference Participants

5 The Conference was designed for 120 “community” participants, a reflection of the capacity of the venue and the need to enable constructive small group discussion. In addition, the event needed to accommodate Councillors, members of the Senior Leadership Team and other officers who would be acting as group discussion facilitators and reporters and providing other support. Potentially the event would involve around 180 people in total.

6 The Conference was intentionally promoted as being open to any members of the public as well as representatives of community and voluntary organisations and other agencies. The event was “fully booked” in advance.

7 On the day, a large number of people who had registered in advance did not turn up – not unusual for an event of this type – meaning the Conference had around 80 community and public representatives participating. (This also meant that some who arrived at the event on spec could participate.) In retrospect the total number of people involved seemed appropriate for the structure of the event and ensured most group sessions enabled good levels of participation in discussion.

8 The majority of participants (registered and attending) appeared to be associated with community and voluntary groups and other agencies – with around 30 participating as individuals without any obvious organisational relationship. There was a general view that many of the participants were familiar faces and there was some disappointment that more “new” people did not attend. This is not unexpected but flags an important issue for future engagement activity – more effort needs to be made to reach those people and communities who tend not to readily engage with the Council.

9 It was specifically highlighted that young people were virtually entirely absent from the event. Again, this is not unexpected. In practice engagement events need to be specifically designed to work for young people and require carefully targeted marketing through youth organisations and networks and schools and colleges.

10. The data from the Participant Feedback Forms show that 44% stated they were from Torquay, 35% from Paignton (including Preston) and 15% from Brixham, though note that only 54 people give this information.

Advice to Community Groups

- It's complicated! Be certain of your capacity
- Be patient – it will take longer than you think
- Be clear about what you want and how you can achieve it
- Be reasonable – don't ask for the impossible
- Be assertive – argue your case
- Be pushy – and go to a senior level if necessary

Advice to Councils

- Community groups need to be treated differently
- Clear steer from political and senior officer level
- Culture of cooperation
- Senior contact who can bring various part of the Council together
- You cannot always expect the degree of certainty with community groups that you have with subordinate councils. Choose the right group
- Then trust them – be flexible and creative
- And be prepared to shell out a little seed money (legal advice, initial insurance, some capacity building) – it will repay dividends

Appendix 3 Group Discussion Themes

	Topic
1.	Good health – good care How can local groups and individuals support people to be healthy, happy and independent?
2.	Children – our future How can we work together to enable children and communities to thrive?
3.	Housing and homelessness What can we do together to ensure people have decent, affordable homes and homelessness becomes a thing of the past?
4.	Our environment How can we work together to make the most of our parks and green spaces?
5.	Our heritage and built environment What can we do together to help preserve, protect and raise awareness of our wonderful heritage and built environment?
6.	Stronger communities What can we all do to help build a greater sense of belonging and stronger relationships across Torbay?
7.	Arts and Culture How can we work together to maximise arts, culture and events in Torbay?
8.	Climate Change Emergency How can individuals and local groups work with the Council to make a positive impact on climate change?
9.	Maritime and Natural Environment How can we work together to make the most of our maritime and natural environment?
10.	Being involved How do you want to keep in touch with and influence what the Council is doing and planning?
11.	Open Session
12.	Open Session

Appendix 4 Summary of Participant Feedback

Table shows % of participants who scored on the relevant criterion.

	A Good or excellent	B Satisfactory	C Poor or unsatisfactory	A+B Satisfactory good, or excellent	Number scoring on criterion
Information/Instructions prior to event	44%	30%	25%	74%	67
Purpose clearly communicated	45%	39%	16%	84%	69
Pace and interaction	60%	31%	9%	91%	67
Speakers/presentations	70%	25%	8%	95%	67
Practical/roundtable sessions	80%	17%	3%	97%	65
Length of event	67%	25%	7%	92%	68
Venue – room, facilities	44%	38%	17%	82%	69
Average overall score*	59%	29%	12%	88%	

* The average overall score is simply an average of the percentages across all criteria relating to a specific rating. It provides a simple indication of how participants rated the Conference as a whole.

Our commitments

- ✓ We will embrace a spirit of cooperation and partnership
- ✓ We will be open with our communities about the challenges that the Council faces
- ✓ We will work to empower and enable our communities
- ✓ We will operate with openness and transparency
- ✓ We will celebrate Torbay

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Post Community Conference Action Plan

Summary of Key Actions

Key Action	Deadlines
Agree and implement a Community Engagement and Consultation Programme for 2019/2020	By 30 November 2019
Agree Torbay Council's commitments to its communities	By 31 December 2019
Develop and deliver Project Plan for Community Engagement and Empowerment Workstream of the Whole Council Redesign Programme	Project Plan prepared: By 30 November 2019 Delivery of Project Plan: From January 2020
Publish Heritage Strategy for consultation	By 30 November 2019
Consider identifying Community Ambassadors within the Council	By 30 November 2019
Review and update the Council's website as necessary	By 31 December 2019
Agree and implement revised Communication, Engagement and Consultation Strategy	By 31 March 2020
Consider implementing a (single) £100,000 small grants programme	By 31 March 2020
Review the expansion of the Council's Leave Arrangements Policy	31 March 2021
Continue to work in partnership with Integrated Care Organisation and wider Sustainability and Transformation Programme	Ongoing with review dates
Roll out of the use of national Themes, Outcomes and Measures (TOMs) within all procurement processes	Tbc

Actions against the suggestions within the Conference Report

Suggestions from Conference Report	Torbay Council Response
Six Key Elements	
<p>A community engagement strategy setting out core ambitions, outcomes, values, principles and practices which is embedded in the work of all the Council’s Directorates and Departments.</p>	<ul style="list-style-type: none"> • Revised Communication, Engagement and Consultation Strategy to be prepared – to take account of the feedback from the Community Conference • Embed the revised Strategy within Torbay Council
<p>A programme of ongoing community engagement and consultation over the coming year or so with a focus on involving people and communities that tend not to engage readily with the Council.</p>	<ul style="list-style-type: none"> • Programme of community engagement and consultation for 2019/2020 to be prepared – including but not limited to: <ul style="list-style-type: none"> ○ Budget Consultation (October – December 2019) ○ Quarterly Cabinet Conversations (December 2019, March 2020) ○ Annual Community Conference (June 2020)
<p>A programme to empower and build the capability of staff to engage more readily with communities.</p>	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment) and Corporate Training Programme
<p>Improved communication mechanisms enabling people and communities to more easily access support, information and influence and keep more closely informed on the progress of key issues and decisions within the Council.</p>	<ul style="list-style-type: none"> • Consideration as part of the revised Consultation, Engagement and Consultation Strategy
<p>The implementation of a series “quick wins” which are relatively straightforward to put in place, valuable actions and demonstrate the Council’s commitment to addressing issues raised at the Conference and elsewhere.</p>	<ul style="list-style-type: none"> • Commitments arising from Community Conference to be shared and approved • Implementation of Post Community Conference Action Plan
<p>A dialogue with relevant agencies and networks (such as TCDT) to explore how individuals and communities can be supported to build their own capacity and capability to take on new roles and responsibilities.</p>	<ul style="list-style-type: none"> • Discussions to be held with agencies and networks as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)

Suggestions from Conference Report	Torbay Council Response
Establishing a “space” – possibly online – to celebrate and show case success and good practice in community engagement, highlighting in particular good “teamwork” between the Council and communities.	<ul style="list-style-type: none"> • Consider as part of the continual review of the Council’s website
Potential Action – Strategic and Cultural Change	
Council organisational change	
Explore how to empower staff to be more flexible and responsive in engaging with the public and communities.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Improve communication between Council departments	<ul style="list-style-type: none"> • Consideration as part of the revised Consultation, Engagement and Consultation Strategy
Explore the scope for a single connecting point in the Council – helping community groups identify the most appropriate people in the Council for their needs.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment/Transactional Hub) • Consideration of the identification of Community Ambassadors in the Council to work with communities
Explore the scope for a simple community small grants programme.	<ul style="list-style-type: none"> • Consideration of implementing (single) £100,000 small grants programme
Community engagement	
Follow up the Community Conference with a targeted programme of involving and connecting with those groups and geographical communities less likely to engage with the Council.	<ul style="list-style-type: none"> • Take into account in the Community Engagement and Consultation Programme for 2019/2020
Develop a mechanism for engaging young people with the Council and in helping community groups to involve young people more effectively.	<ul style="list-style-type: none"> • Consideration as part of the revised Consultation, Engagement and Consultation Strategy: <ul style="list-style-type: none"> ○ Include liaison with Children and Young People Partnership Board ○ Include liaison with Imagine This Partnership

Suggestions from Conference Report	Torbay Council Response
Support the development of stronger relationships between schools and their local communities.	<ul style="list-style-type: none"> • Consideration as part of the revised Consultation, Engagement and Consultation Strategy: <ul style="list-style-type: none"> ○ Include liaison with Local Education Board
Explore the establishment of local “one stop shops” to bring the Council (and other agencies) “closer” to local communities.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment/Transactional Hub)
Explore the scope for a holiday or tourist tax to generate additional resources	<ul style="list-style-type: none"> • This cannot be progressed without primary legislation from Government. However, additional resources are already generated by the English Riviera BID Company.
Community development	
Work with Torquay United FC to further build their engagement with the community, especially young people.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Develop an overall strategy for the use of the Bay’s heritage buildings.	<ul style="list-style-type: none"> • Draft Heritage Strategy scheduled for consultation in November 2019
Support the development of Community Builders.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Undertake or commission a comprehensive mapping of community groups and assets – and make this widely accessible. This could also identify duplication and help facilitate collaboration.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)– ensuring this is not duplicating work already undertaken by Torbay Community Development Trust.
Support the further development of social prescribing.	<ul style="list-style-type: none"> • Ensure a joined up approach between the Council, Integrated Care Organisation and wider Sustainability and Transformation Programme
Explore or support the development and implementation of a volunteer strategy for the Bay.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment) <ul style="list-style-type: none"> ○ Include liaison with Integrated Care Organisation

Suggestions from Conference Report	Torbay Council Response
Strengthen the connections between housing providers, relevant agencies and community groups.	<ul style="list-style-type: none"> • Consideration as part of the revised Consultation, Engagement and Consultation Strategy (Community Engagement and Empowerment): <ul style="list-style-type: none"> ○ Build on work already undertake to ensure positive relationships with Registered Providers
Potential Action – Quick Wins	
Community development and enabling community activity	
Streamline and simplify the licensing and regulatory requirements for community events and provide information and guidance for community organisers. Also provide a “myth buster” clarifying the position on common assumptions, for example in relation to health and safety.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Explore the scope for collective or collectively negotiated insurance cover for community activity.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Encourage and support Council officers to make available and share their expertise with community groups.	<ul style="list-style-type: none"> • Explore options for expanding the Leave Arrangements Policy to cover and encourage volunteering
Provide advice and guidance to groups undertaking their own risk assessment.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Review what support is currently available (through the Council and other agencies) to community groups and social enterprises and seek to fill the gaps and/or improve awareness of existing support.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Actively seek individuals and groups to undertake and/or participate in environmental, coastal, open space and heritage improvements.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Support and encourage community weekends, festivals and other events.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Review and improve the Council’s web site to make information and resources for community action more accessible.	<ul style="list-style-type: none"> • Undertake as part of the continual review of the Council’s website

Suggestions from Conference Report	Torbay Council Response
Support or provide a programme of training for the Chairs of community groups.	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Strengthening Community Engagement	
Deliver or commission a training programme for staff (and Councillors) around community engagement and working with community groups and volunteers.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment) and Corporate Training Programme
Develop a community engagement protocol/framework to use in designing and developing new projects and seeking funding – ensuring the community is involved from the start	<ul style="list-style-type: none"> • Early consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)
Improve the availability of information on individual staff contacts and their roles and responsibilities on the Council’s web site	<ul style="list-style-type: none"> • Undertake as part of the continual review of the Council’s website ensuring consistency with Whole Council Redesign Programme (Transactional Hub)
Develop a protocol or guidance for contractors around engagement with communities. (This could be built into service specifications and contracts.)	<ul style="list-style-type: none"> • Roll out of use of national Themes, Outcomes and Measures (TOMs) within all procurement processes
Explore with Torbay Community Development Trust how https://torbaytogether.org.uk/ can be developed and expanded to take on a broader role around community engagement.	<ul style="list-style-type: none"> • Consideration as part of the Whole Council Redesign Programme (Community Engagement and Empowerment)



Meeting: Cabinet

Date: 26 November 2019

Wards Affected: All

Report Title: One Torbay: Working for all Torbay – Draft Community and Corporate Plan 2019-2023

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Cabinet Member Contact Details: Councillor Steve Darling, Leader of the Council, steve.darling@torbay.gov.uk

Supporting Officer Contact Details: Kate Spencer, Head of Policy, Performance and Community Engagement, 01803 207014, kate.spencer@torbay.gov.uk

1. Proposal and Introduction

- 1.1 Following the local elections in May 2019, a draft Community and Corporate Plan has been prepared by the Cabinet which sets out the ambitions and visions of the Council over the next four years and the principles within the Council will operate.
- 1.2 As part of its commitment to changing how the Council engages with its residents, communities and partners (and in line with the Council's Constitution), the draft Plan will now be subject to consultation. The Cabinet are seeking views on whether the ambitions within the Plan are the right things for Torbay and which of these ambitions are the most important.

2. Reason for Proposal and associated financial commitments

- 2.1 The Community and Corporate Plan is the overarching document within the Council's Policy Framework setting out the Council's ambitions for the next four years. The Cabinet now wishes to gather feedback from the wider community in Torbay on those ambitions and priority which should be attached to them.
- 2.2 The proposals contained in this report do not commit the Council financially. As each aspect of the Plan is progressed, due consideration will be given to the financial impacts of each decision.

3. Recommendation(s) / Proposed Decision

- (i) That the draft document "One Torbay: Working for all Torbay" be published for consultation.

Appendices

Appendix 1: One Torbay: Working for all Torbay – Draft Community and Corporate Plan
2019-2023

Background Documents

None

Section 1: Background Information

1.	<p>What is the proposal / issue?</p> <p>“One Torbay: Working for all Torbay”, the Council’s draft Community and Corporate Plan has been prepared by the Cabinet. It is proposed that the draft is now published and subject to consultation with the residents and communities of Torbay and with the Council’s partners.</p>
2.	<p>What is the current situation?</p> <p>Following the Local Elections in May 2019, work has been underway with both the Cabinet to articulate the ambition and vision of the Council over the next four years and the longer term.</p> <p>All other members of the Council have been invited to share their views through the induction programme which included sessions on the issues facing Torbay and how we could work together to address those issues. The document also builds on the findings from the Community Conference held in September 2019.</p>
3.	<p>What options have been considered?</p> <p>The document which is now put forward for consideration has been developed over a period of time and is a result of an iterative process.</p> <p>It is proposed that the document is now subject to consultation meaning that there will be the opportunity for a wide range of views to be gathered and considered ahead of the final Plan being approved by the Council.</p>
4.	<p>What is the relationship with the priorities within the Partnership Memorandum and the Council’s Principles?</p> <p>The Plan has been developed based around the priorities within the Partnership Agreement. Further detail is now included around how those priorities can turn into visions for Torbay and the priorities which are currently assigned to each of those visions.</p> <p>The previous Corporate Plan identified three principles:</p> <ul style="list-style-type: none">• Use reducing resources to best effect• Reduce demand through prevention and innovation• Integrated and joined up approach <p>These are already embedded into the work of the Council and, given the demand and funding pressures faced by the Council, continue to be appropriate principles against which to operate.</p>

	<p>The Partnership Agreement also makes clear the Cabinet’s commitment to engage with and empower our communities. Therefore a fourth principle is proposed:</p> <ul style="list-style-type: none"> • Enable our communities
5.	<p>How does this proposal/issue contribute towards the Council’s responsibilities as corporate parents?</p> <p>The Council’s role and responsibility as a Corporate Parent is central to all that we do. This is reflected within the draft Plan as one of the Council’s priorities “Embrace our role of Corporate Parent”.</p>
6.	<p>How does this proposal/issue tackle poverty, deprivation and vulnerability?</p> <p>Tackling poverty and inequalities is central to the draft Plan. The Plan sets out how the Council will ensure that our residents, as well as the place, thrive.</p>
7.	<p>How does the proposal/issue impact on people with learning disabilities?</p> <p>Ensuring that all of the people in Torbay thrive is one of the visions within the draft Plan. This includes those people with learning disabilities.</p>
8.	<p>Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?</p> <p>The aim of this Plan is to impact on everyone in Torbay and therefore draft will be subject to as wide a consultation as possible.</p> <p>The Plan has been prepared over a number of months and is the overarching document within the Policy Framework. All other documents within the Framework need to reflect to the Community and Corporate Plan, as does all the work that the Council undertakes.</p> <p>It is therefore vital that the final document is agreed as soon as possible hence its consideration at this meeting of the Cabinet.</p> <p>However, given the current Pre-Election Restriction on Publicity Period, the level of consultation will need to be kept to a minimum until the General Election has taken place.</p> <p>In the first instance, the draft Plan will be available on the Council’s website with the ability to leave feedback. After 13 December 2019, there will be a proactive campaign to share the Plan with residents, communities, partners and our own employees with consultation events including Facebook Live and Cabinet Conversation. There will be offers of presentations and discussions at the Community Partnerships, the Chambers of Trade, Business Forum and other organisations and partnerships across Torbay.</p>

	<p>The draft Plan will also be shared with the Overview and Scrutiny Board which may wish to provide feedback.</p> <p>The consultation will run in parallel with the planned consultations on the proposed budget for 2020/2021 and the draft Housing Strategy.</p>
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Section 2: Implications and Impact Assessment	
9.	<p>What are the financial and legal implications?</p> <p>There is no statutory requirement to have a Community or Corporate Plan. However, being clear about our ambitions gives the Council, our staff, partners and the community a clear understanding of what we seek to achieve and how to prioritise our spending.</p> <p>The draft Plan identifies the need to explore new and innovative ways to deliver services, as well as the need to integrate with our partners to maximise value for money and deliver the best possible outcomes for and with our communities.</p>
10.	<p>What are the risks?</p> <p>Without a Corporate Plan it becomes difficult to set a coherent direction of travel for the Council, given reducing resources.</p>
11.	<p>Public Services Value (Social Value) Act 2012</p> <p>Not applicable.</p>
12.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>Feedback received through the Member Induction Programme and the Community Conference has been incorporated in the draft Plan. Further feedback will be gathered during the consultation period.</p>
13.	<p>What are key findings from the consultation you have carried out?</p> <p>Not applicable at this stage.</p>
14.	<p>Amendments to Proposal / Mitigating Actions</p> <p>Not applicable at this stage.</p>

Equality Impacts

15.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	People with caring Responsibilities	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	People with a disability	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	Women or men	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	Religion or belief (including lack of belief)	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	People who are lesbian, gay or bisexual	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		

	People who are transgendered	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	People who are in a marriage or civil partnership	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	Women who are pregnant / on maternity leave	The aim of the Plan is to have a positive impact on this group. This will be tested through the consultation period.		
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	The aim of the Plan is to have a positive socio-economic impact. This will be tested through the consultation period.		
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The aim of the Plan is to have a positive impact on the general health of the population of Torbay. This will be tested through the consultation period.		
16.	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	Consideration of the cumulative impacts across the Council will be undertaken during the consultation process and through the review and development of the rest of the Council's Policy Framework.		
17.	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	Consideration of the cumulative impacts across public services in Torbay will be undertaken during the consultation process and through the review and development of the rest of the Council's Policy Framework.		

One Torbay: Working for all Torbay

Community and Corporate Plan 2019 – 2023

DRAFT FOR CONSULTATION



Our Ambition

We want Torbay and its residents to thrive.

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

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

Our Mission

We will be a Council that supports, enables and empowers its residents, our communities and our partnerships.

Our opportunities and challenges

Torbay offers an unrivalled quality of life for individuals and families – its natural environment, clean air, climate, location, excellent schools, growing arts and cultural sector, low crime rate and wide range of outdoor activities means that Torbay provides everyone with the opportunity to live a healthy and fulfilled life.

We need to make sure that everyone does benefit from these opportunities whilst at the same time meeting the challenges that we and our communities face:

- **An ageing population**
- **An unprecedented demand for services for children in need safeguarding and the protection of care.**
- **The need for economic and housing growth**
- **The climate change emergency**
- **Substantial reductions in central government funding**

Working Differently

At the Community Conference in September 2019, we started a different conversation with the community. We heard four very clear messages from our community. We recognise that people and communities want to be more involved in how we can work together to improve Torbay. We want to have better on-going conversations with individuals, groups and organisations to help us make Torbay thrive.

We will be a Council that supports, enables and empowers its residents, our communities and our partnerships. To do this, we commit to working differently:

There needs to be a change of culture in the Council and in communities.

The Council will embrace a spirit of cooperation and partnership with the people, businesses and organisations in Torbay and those outside Torbay which affect our lives. This will take a change in attitude as well from those potential partners. If we change, we ask others to as well because partnerships cannot work without partners.

Trusted relationships with communities need to be built.

This can only be done by the Council leading at both a strategic and local level with an open approach to the challenges that are faced. Strategically this will be done by the Cabinet being prepared to talk and listen to anyone and everyone. At ward level our councillors will become community champions with support to help them build community level partnerships. We will enable and empower our communities to design and deliver services and to support one another.

Communication with communities and individuals needs to improve.

This is a two-way challenge which the Council accepts must be led by it in the early stages. We want to explore how we can embed partners and communities within the very heart of our decision making. We are committed to continuing conversations with our communities.

Celebration of the Bay and its people need to be encouraged.

For too long the Council and its partners have talked up the problems and challenges and not provided the balance of the great opportunities of this area. We need people to want to live and invest here. We must realistically put forward the many positive sides of Torbay, its opportunities and its people. From now on, we will celebrate Torbay together.

Four Visions

To deliver our ambition we have identified four visions, each with a number of priority areas.

Thriving people

The people of Torbay will have a good quality of life with access to excellent schools, affordable housing and great local amenities. We will promote good mental and physical health by providing early help.

We will ensure that all activities of the Council are focused on turning the tide on poverty and that Torbay's residents, young and old have high aspirations and the opportunity to reach their full potential. Our aim is to ensure that all our residents are active, healthy, safe, resilient and self-sufficient with good quality homes, which are affordable and meet their needs. They will have access to high quality employment opportunities whilst living in a community which is vibrant and attractive.

We will create a whole community response to make Torbay a child-friendly and age-friendly place. One Torbay: Working for all of Torbay so that the people in our communities thrive. We will:

Turn the tide on poverty

Protect and involve children and young people

Improve the delivery, affordability and quality of housing

Make greater use of our natural assets and cultural offer

Have high aspirations for all of our residents

Support healthy, physically active lives

Promote good mental and physical health

Reduce reliance on addictive substances

Thriving economy

Economic growth is essential if we are to turn the tide on poverty in Torbay. We will capitalise on Torbay's strengths to create more opportunities for jobs and better paid jobs and stimulate economic growth to create change that benefits everyone who lives here.

We will achieve our economic potential and play our distinctive role in the national and international economy. We will be well-connected with skilled individuals, a diverse economy and higher quality, better paid jobs.

We will work to ensure that the local economy is sustainable so as to deliver long term future prosperity and an improved quality of life for all of our residents, especially those living in our most deprived areas. We want to achieve clean, green and inclusive growth.

Through our people, our businesses and our infrastructure, we will create a whole community response to drive forward clean, inclusive growth. One Torbay: Working with all of Torbay so that our economy thrives.

We will:

Create an environment in which businesses and jobs can grow

Capitalise on the unique strengths of our economy

Build community wealth

Support the creation of University College South Devon

Close the educational attainment gap and broaden the skills base within the workforce

Protect and accelerate the development of employment space to accommodate business growth

Be the premier tourist resort in the UK

Regenerate our town centres

Tackling climate change

We will minimise our impact on the environment, safeguarding it for future generations – striving to improve it. We will lead by example, encouraging community pride in our wonderful built and natural environment.

We will work to reduce consumption and increase recycling. We will promote low carbon energy and work to improve poor air quality and reduce noise and emissions.

We will create a whole community response to protect our environment. One Torbay: Working for all of Torbay to tackle climate change. We will:

Become a Carbon Neutral Council

Increase recycling rates

Reduce Torbay's carbon footprint

Implement re-wooding and rewilding

Address flooding risks

Improve communications and transport connectivity and sustainability

Council fit for the future

We will provide efficient and effective services and be open and transparent with our communities.

We will work collectively to ensure the long-term stability of the Council and the services that it legally has to provide, recognising that there will be difficult decisions to be made. We will be clear as to the services that the Council can provide and we will empower community capacity building. We will work to reduce the cost drivers of our high-cost services, deliver efficiencies and increase the Council's income where possible.

We will fundamentally change the way in which the Council communicates and engages with residents. We will strengthen our relationships within the community and across our partnerships, including ensuring that our plans align.

We will be an organisation that our communities can trust. . One Council: Working for all of Torbay to enable our communities and create a Council is fit for the future. We will:

Create a culture of partnership

Use technology to drive change

Embrace our role of Corporate Parent

Promote community resilience

Our Approach

Enable our communities

We will engage with our community on how they want to work with the Council to design and deliver services. We will use an asset based approach to build a framework around the community delivering and supporting services – One Torbay: Working for all Torbay. Our councillors will be community leaders, facilitators and advocates of the Council and the community.

Use reducing resources to best effect

We will continue to ensure that we are working to maximise efficiencies and that every pound and every hour of work is well spent. We will maximise our use of technology so that our residents can take control of when, how and where they consume our services. We will continue to seek innovative solutions such as delivering services with greater community support and through integrated working with partners. We will maximise our income generation opportunities. However, together we may need to find other ways of delivering services and may even need to stop providing some – but in these situations we will have first considered with the community all other options.

Reduce demand through prevention and innovation

We will build on our current approaches of working together to reduce demand for services. Multi-agency teams will work within communities to deliver joined-up services and respond to the needs of those communities.

We will create an environment where our communities flourish with good physical and mental health – with integrated services where people and families are supported in all aspects of their lives to prevent progression to the need for more intense care. We will work in partnership with the community and voluntary sector to build resilience and ensure they are equal partners on service design and delivery.

Prevention and early intervention will be a key component of all Council services. In providing services which help to address needs earlier and aim to deal with the wider causes of all problems, the Council will improve outcomes for communities and individuals.

Integrated and joined up approach

We will work together with our communities and partners to address our challenges and work to achieve Torbay's potential – One Torbay: working for all Torbay.

We will continue be part of the Torbay Together partnership, recognising that no organisation can deliver for the community on its own. Torbay Together has developed a vision for the future growth of Torbay which creates wealth, provides opportunities and allows Torbay to contribute more fully to the achievement of a competitive, productive and proud UK economy.

We will also continue to be an active member of the Heart of the South West Joint Committee and the Emerging Greater South West proposals.

At a local level, we will continue to work with our wide range of partner organisations, both within the public sector such as the NHS and Police, the private sector and the community and voluntary sector to ensure we maximise the opportunities to deliver services together.

Together we can

The Partnership has a vision of Torbay as a place of ambition, drive and opportunity, the tide is turning in Torbay and we are proud to be leading this.

We fundamentally want to do things differently, working with individuals, communities and partners.

Together we can....

Create One Torbay: Working for all Torbay.

Councillor Steve Darling

Councillor Darren Cowell

Leader of Torbay Council

Deputy Leader and Cabinet Member for Finance



Meeting: Cabinet

Date: 26 November 2019

Wards Affected: All Wards

Report Title: Revised Children's Services Medium Term Financial Plan

Is the decision a key decision? No

When does the decision need to be implemented?

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

Supporting Officer Contact Details: Sean Cremer, Deputy Head of Finance sean.cremer@torbay.gov.uk (01803) 20 7553

1. Proposal and Introduction

- 1.1 The expenditure on Children's Services is currently the most significant and challenging budget pressure the council is facing. Despite additional resources being allocated to this service the levels of demand, complexity of needs and cost have regularly exceeded the allocated budget. Spend on this service is likely to exceed £42m in 2019/20.
- 1.2 The Plan attached at Appendix 1 has been jointly formed by the service and financial services. Compared to the previous Children's Services financial recovery plans the proposed Plan simply outlines a wide range of actions that, if undertaken, will help to challenge, reduce or mitigate the expenditure pressures within the service, and where appropriate increase income.
- 1.3 Each of the actions will be progressed over the medium term however some of the higher priority actions have already been started.
- 1.4 Inevitably there are strong links from this Plan to work being undertaken by the transformation team, external advisors such as PeopleToo and the Department for Education (DFE) funded additional capacity in the service.
- 1.5 Although each of the actions could improve the financial position of the service, at this stage the value of any potential saving has not been quantified.

2. Reason for Proposal and associated financial commitments

- 2.1 To provide the Cabinet with the latest position in respect of the Children's Services Medium Term Financial Plan.

3. Recommendation(s) / Proposed Decision

- (i) That the Cabinet notes and supports the actions outlined in the Finance Recovery Plan set out at Appendix 1 to the submitted report.

Appendices

Appendix 1: Finance Recovering Plan Actions

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
1. Fostering								
CSC20	H	£8.5m	Fostering - upskilling Invest in foster care skills and/or equipment to enable more complex cases can be taken on	Agree business case for identifying future demand for fostering . Identify current skill and/or support gap	Reduced spend on residential provision through enabling more complex cases to remain in local family settings.	JB / JP	Ongoing	Covered as part of the work of the AD for Transformation & Strategic Commissioning Manager. Governed by the weekly Children's finance meetings
CSC21	H	£8.5m	Fostering - support supply Invest in foster care skills and/or equipment to ensure that foster carers have full council support and the number of "breakdowns" are minimised.	By June 19 have report to understand why foster placements are breaking down. Identify & deliver future support	Preventing spend on residential provision as stabilising placements prevents multiple breakdowns, which can lead to residential.	JB / JP	Ongoing	Support is now available to Foster Carers through out of hours access to CCW's & Psychological support.
CSC22	H	£8.5m	Fostering - expand supply Proactively expand the number of in house foster carers	Establish strategy, and implement, for ongoing recruitment and retention of foster carers	Reduced spend on residential provision due to a lack of local family settings.	JB / JP	Ongoing	Covered as part of the work of the AD for Transformation & Strategic Commissioning Manager. Governed by the weekly Children's finance meetings
CSC23	H	£8.5m	Increase in house fostering Move higher cost IFA to in house fostering – establish clear responsibilities and timelines of action	Establish regular review of IFA placements. Establish business process, with clear lines of accountability, to move placements from IFA to in house.	Internal placements are ~£600 p/week less than IFA.	JB / JP	Ongoing	Covered as part of the work of the AD for Transformation & Strategic Commissioning Manager. Governed by the weekly Children's finance meetings
Page 56 24	M	£1.2m	Adoption agency maximise contract performance – establish tough targets and challenge performance	Robust challenge of contract performance linked to targets identified in Improvement Plan.		JB / JP	Ongoing	Covered as part of the work of the AD for Transformation & Strategic Commissioning Manager. Governed by the weekly Children's finance meetings

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
2. Placements								
CSC7	H	£15.5m	Drift and delay – contract management Ongoing regular placement reviews to ensure contract is correct, services received are as paid for and properly re procured as appropriate and not “rolled over”	Establish, with corporate support, culture of timely and robust review of contracts . Immediate action if provider is not meeting contract terms.	Effectively giving notice and managing the stepping down of placements will reduce avoidable costs. E.g. giving notice in line with anticipated end of placement, reducing additional support where no longer required e.g. 2:1 ratio	High Cost Panel	In place and ongoing	Fortnightly High cost panel set up which will complete reviews of all cases by the end of October. This panel focuses on ensuring care plans are progressed in a timely fashion.
CSC19	L	n/a	Control & Challenge referrals Establish both cross partner and cross council challenge to referrals to the service.	Short Term - Understanding of the main drivers for referrals Medium Term - Reduced referrals through targetted intervention	Reduced resources allocated to handling the referrals received	AB/AO/AMB	Nov-19	New Interim HoS for MASH starts 30th Sept. This will be part of their remit.
CSC56	H	n/a	Focus on early help & intervention Invest and target early help services to prevent referrals	Further reductions to referrals based on understanding from CSC19, and delivery of an Early Help service	Reduced resources allocated to handling the referrals received	AB	Apr-20	Early Help proposal being developed with People Too
CSC57	H	n/a	Focus on early help & intervention Integration of early help services both in council and partners	Strengthened approach to early help services across LA, Health, Police & 3rd Sector orgs to intervene & signpost earlier	Reduced number of referrals due to improved resilience in communities to address concerns, preventing referral & LAC escalation.	AB	Apr-20	Early Help proposal being developed with People Too
Page 57 CSC55	M	£1.7m	16+ planning and future demand Proactively plan for clients who are 16+ in terms of need, placements, support and in the transition to adult social care.	Establish strategy with clear targets for the management and control of the 16+ function	- Effective use of Block contracted provisions to support step downs and transition to independence - Reduced costs compared to Residential	RW	End June 19 to set up process then ongoing	As at the end of November there are no vacancies within block contracted provisions. There is ongoing work as part of the "Sufficiency Strategy" which will be finalised at the end of November 2019
CSC66	H	n/a	Understand reasons for demand Understand likely reasons for demand, pro-actively identify and then work with families in need of support.	Report to SLT on reasons for demand and strategies for controlling demand in the future	- Earlier and more proactive engagement will enable more cost effective work to be undertaken, preventing avoidable residential placements	AB	Sep-19	This piece of work has informed the Sufficiency Strategy which will be finalised at the end of November 2019

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
3. Commissioning								
CSC8	M	n/a	Awareness of consequence Ongoing information provided to all staff with control and influence of impact of decisions	Timely and accurate information provided to social workers and managers on the cost of each placement that they are responsible for.	Developing a feedback loop, which changes practice within the service in relation to placement requests and service planning	AO/GP/ RP	End June 19 to set up process then ongoing	Delivered through high cost panel
CSC12	M	£33m	Contracts - procurement ensure early engagement with procurement team to ensure all spend is procured and negotiated correctly	Full contract register established for all childrens spend. From this a rolling pipeline of procurements can be planned. Full support of procurement team	Effective contract management	AB/TF	End June 19 to set up process then ongoing	Savings have been delivered through improved supplier management and contract monitoring
CSC13	M	£33m	Contract - best value "commission at lowest price possible"	Aim for planned and timely procurement and forward planning of need will lead to reduced costs of provision	Effective contract management	AB/TF	End June 19 to set up process then ongoing	Savings have been delivered through improved supplier management and contract monitoring
CSC14	M	£33m	Contract management all contracts reviewed regularly and "sign off" at end	All contracts over an agreed value to be signed off by the DCS and S151 officer both before procurement process started and prior to contract award.	Effective contract management	AB/MP	End June 19 to set up process then ongoing	Savings have been delivered through improved supplier management and contract monitoring
CSC15	H	£7m	Control placement – supplier market forward plan demand/supply, establish pipeline of contracts for procurement and where practicable block book places.	Quarterly forecast demand report produced to inform procurement decisions	Effective forward planning to identify future need and work with suppliers to develop the required service offering.	AB/TF	End June 19 to set up process then ongoing	Ongoing: Residential spec has been shared with TDA & a procurement supplier event has taken place
CSC16	H	£7m	Control placement – in house provision Establish in house or in house contracted provision	Agree business case for in house or in house contracted provision	Effective forward planning to identify future need and work with suppliers to develop the required service offering.	AB/LC	Sep-20	Ongoing: Residential spec has been shared with TDA & a procurement supplier event has taken place
CSC25	L	£560k	Legal - costs Significant cost – consider in house resource compared to external supply.	Establish business case to move legal costs from external to in house	In house provision is cheaper than external	AO/AM B	Nov-19	2 Specialist Barristers have been approved to be added to the in house legal team. Further Business Case to be developed around further increased capacity
CSC26	L	£560k	Legal - demand Significant cost - improve process and paperwork to minimise legal and court related costs later.	Ensure that all business process in service in relation to legal cases are designed correctly and user friendly flow charts including information and quality requirements are available to all staff.	Further efficiencies resulting in maximised productivity, allowing staff to focus on high value activity.	AO/AM B	Nov-19	Link to CSC25
CSC31	L	£2.3m	Home to school transport Robust challenge of the service – procurement, alternative delivery model, review need, change criteria, review business process and IT usage.	Robust challenge and redesign of service with aim of reducing costs	Any non-essential use of the services is prevented and further efficiency to the process is delivered.	RW/MP	Sep-19	Already has a robust challenge in place. Not likely to deliver material savings
CSC42	M	£242k	Transport & Travel spend Review and challenge transport and travel spend	Review transport spend in service and process changes in process	Any non-essential use of the services is prevented and further efficiency to the process is delivered.	LC	Nov-19	There are no "quick wins" identified from this activity. Options are being explored around pool cars and Essential Care User status as part of the Recruitment & Retention work
CSC63	H	n/a	Commissioning capacity Ensure service has appropriate capacity and skills in its commissioning team. This capacity to be both strategic and also primarily for the sourcing and purchase of the required placements.	Report on future structure and targets for the team. Skills gaps identified. Close working with Procurement Team established	Improved contract management	AO/TF	End June 19 to set up process then ongoing	The commissioning team have a new member of staff starting before the end of November 2019.

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
4. R&R								
CSC2	H	£14.5m	Staffing review star chamber challenge of every post in service using staffing structure for 2019/20	Revised staffing structure with staffing re allocated to priority areas or structure reduced.	Through reprioritising staff resource to where it has the biggest effect on children (Thus reducing family and placement breakdown)	SLT/HR/MP	Aug-19	Growth has been identified as part of the 2020/21 budget setting process to address the CSC capacity.
CSC17	M	£3m	Agency staff procurement ensure procurement followed, frameworks, pre planning of demand and supply	Ensure that all business process in service for use of agency staff are designed correctly and user friendly flow charts available to all staff. Strict adherence to set policy	Cost effective use of Agency	AB/TF/SW	End June 19 to set up process then ongoing	The re-procurement for new Standing Lists for Approved Temporary Agency Staff Providers and for Approved Social Worker Agency Providers is underway.
CSC18	M	£3m	Control agency market Purchase "PODS" of staff and set up council owned agency company	Agree business case for a) Purchase of a "POD" of agency staff and/or b) Set up or purchase council owned agency company	A co-ordinated approach to the market gives the opportunity to achieve better rates with Agencies	AB/TF/SW	Sep-19	Growth has been identified as part of the 2020/21 budget setting process to address the CSC capacity.
CSC28	L	£14.5m	Staffing structure control change current staffing control to a more robust system. Change culture to manage within their existing resources and prioritise work.	- Establish robust control over staffing requests. - Culture of managers working within approved budgets and agreed staffing structures - Rolling challenge of need for post or redesign of work.	Less agency staff and reduced placement breakdown.	AB/MP/SW	End June 19 to set up process then ongoing	Covered as part of the Recruitment and Retention Strategy, being led by the AD for Transformation.
CSC29	H	£14.5m	More permanent staffing Increase numbers of permanent staff thus reducing reliance on agency staff employed at a financial premium. To attract permanent staff and retain on a longer term consider retention, caseload etc.	Establish a recruitment and retention strategy for the service. Regular plan of recruitment established to ensure consistency resulting in increased resilience within the teams	Less agency staff and reduced placement breakdown.	AB/SW	End June 19 to set up process then ongoing	Covered as part of the Recruitment and Retention Strategy, being led by the AD for Transformation.
CSC30	H	£14.5m	"Grow your own" staffing Invest in recruiting and then training new staff	Establish a recruitment and retention strategy for the service. Regular plan of recruitment established to ensure consistency	Reduced agency spend & increased capacity to avoid placement and family breakdown	AB/SW	End June 19 to set up process then ongoing	Routes into employment is covered as part of the Recruitment and Retention Strategy, being led by the AD for Transformation.
CSC38	H	£14.5m	University links Establish stronger existing links and establish new links to universities to provide appropriate training staff for the council in the future.	Establish Strategy for closer links to universities and colleges for provision of relevant training, with close council links from training, work placements, training social worker posts etc.	Reduced agency spend & increased capacity to avoid placement and family breakdown	AO/SW	End June 19 to set up process then ongoing	Covered as part of the Recruitment and Retention Strategy, being led by the AD for Transformation.
CSC46	H	£3m	HR agency controls Ensure adherence to HR policies in relation to agency staff, the procurement of such staff and in particular the permitted period of use.	Ensure all staff are aware of, and understand reason for, process with easy to use work flow. Establish culture that staff adhere to process. Consequence clearly stated for non-compliance	Cost effective use of Agency	AB/SW	End June 19 to set up process then ongoing	Re-procurement for new Standing Lists for Approved Temporary Agency Staff Providers and for Approved Social Worker Agency Providers.

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
			5. QA					
CSC3	L	(£453k)	External contributions Maximise partner contribution to costs of care. Establish clear process for early engagement with say health to enable contributions to be agreed early supported by performance monitoring of the actual contributions.	Formal workflow established and communicated: All cases eligible for external support identified within 2 weeks of care package being agreed and Health agreement	EHCP financial contributions to care plans from Health partners	AB/HoS /RP	Ongoing	Meeting to be set up with NHS colleagues following High cost panel. This will get a program of training set up to work through cases
CSC11	L	n/a	Consistency... of staffing, line manager, procedures, work flow, authorisations	Ensure that all business process in service are designed correctly and user friendly flow charts available to all staff.	effective and timely decision making	AB/MP	End June 19 to set up process then ongoing	Ongoing
CSC27	L	n/a	Devon Audit Partnership focus Ensure internal audit plan provides a focuses and achievable audit plan to identify any issues within the service and outline improvements to controls, procedures and in achieving best value.	Ensure DAP time is focussed on key areas of service to improve process and control within service. DAP staff to be seen as a critical friend	Identification of efficiencies	AB/LSW /MP	Ongoing	Ongoing
CSC37	L	£135k	Paris Replacement Drive savings from efficiency gains from the introduction of a new system. Primarily reduction in staffing expected.	Ensure business case and project plan identifies and delivers savings from the introduction of the new system	Improved business process and efficiencies (FTE reduction)	AB/LC	Feb-21	Ongoing - Contract awarded & the project board meetings initiated in November 2019
CSC43	L	£277k	Section 17 payments Establish clear control over s17 payments – link to crisis fund	Review s17 business process and set clear controls and process for future. Linked to one view of customer link s17 claims to other funds such as crisis fund .	Offsetting spend against Crisis fund instead	AO/HV	Dec-19	To be reviewed by CW HoS
CSC45	L	n/a	Financial regulations Ensure all staff are aware of the financial regulations that are key for them to adhere to ensure appropriate procurement and financial controls are maintained.	Ensure all staff are informed on financial regulations with regular updates on key messages . Establish culture that staff adhere to process. Consequence clearly stated for non-compliance	Tighter control, resulting in better value for money	AB/MP	End June 19 to set up process then ongoing	Ongoing - High cost panel delivering this in part Commissioning & procurement strategies will also contribute
CSC47	H	£15.5m	Forward plans for each child Have clear, and regularly updated forecasts of future demand and costs, on an individual child level to enable longer term planning of care and therefore cost for that child.	Quarterly report on future demand and cost of LAC over a 5 year period to inform both service and financial planning Establish a one year plan and lifetime for each child = projections of cost, need, placement type and action plan	Links to CSC 15 & 16	AB/RP	End June 19 to set up process	Ongoing
CSC50	L	£411k	Troubled families Both ensure grant claims are maximised to generate income and to ensure that troubled families action are targeted in the most important areas.	Report to SLT for post April 2020 action required for the future design of this service based on need.	Offset against service overspends	AO/SLT	Sep-19	MHCLG have confirmed funding will continue in 2020/21
CSC53	L	n/a	Self-service/digital supply Ensure as many internal and external processes and interactions with clients and carers are designed to be as simple and as quick as possible.	Business case for identifying opportunities for service improvements driven by digitalisation of process .	More cost effective administrative operations	AB/LC	Apr-20	Whole council redesign board has been established and this work will form part of the BPR workstream. The replcement to the Paris system will also contribute.
CSC54	L	£1.2m	Back office functions Robustly review the business support function within the service and review if central support services can improve current processes.	Business case for identifying opportunities for re design of business support function	More cost effective administrative operations	AB/LC	Apr-20	Links to CSC53
CSC59	L	n/a	Reporting Ensure all managers and appropriate staff have clear, timely and accurate date on activity/price data/unit cost	Ensure timely, accurate and relevant reporting to service managers to inform decsions	Value for money is factored into decision making	AB/RP	End June 19 to set up process	Weekly meetings ongoing

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
6. Control								
CSC1	L	£33m	Transaction review star chamber challenge of every item of spend in CSC using all transactions in 2018/19	Non-essential expenditure identified and permanent virement from budget in 19/20 ongoing	Non essential spend avoided	SLT/MP	Jul-19	Star chambers now complete & non-essential spend moratorium in place.
CSC44	L	£30k/qtr	Purchase Card spend Focus p card spend on urgent payments and have robust challenge to the type of expenditure incurred on these cards.	Establish regular reports to HoS to robustly challenge p card spend	Non essential spend avoided	HoS	End June 19 to set up process then ongoing	Non-essential spend moratorium in place.
CSC58	L	n/a	Zero based budgeting Linked to staffing review and future placement costs establish a "formal" ongoing zero based budget approach	Establish a more formal zero based budgeting process for service	Non essential spend avoided	AB/MP	Dec-19	Non-essential spend moratorium in place.
CSC67	H	n/a	Budget Control of high spend Establish a bi weekly "budget containment" meeting to review and challenge placements that has a business focus (not care package focus).	Establish culture of challenge to service on cost of decisions .	Step down plans are adhered to and avoidable increased costs are prevented	AB/MP	End June 19 to set up process then ongoing	Governed by the weekly Children's finance meetings
7. Education								
Page 51 CSC55	M	£17.7m	Higher Needs Block Continue work associated with Higher Needs Block to ensure 19/20 targets are achieved, current deficit addressed over medium term and future year budgets are robust.	Establish review proves for implementation of 19/20 HNB plan. Establish strategy for 20/21 budget. Establish strategy for clearing deficit of £3m	N/A	RW/Schools Forum	Ongoing	Schools Forum have been engaged in respect of the recovery plans and need for future virements
CSC52	M	£40m	Schools formula impact Pro-actively review and plan for any implications from the new schools funding formula due to be introduced in April 2021.	Report to SLT on future issues/risks and recommended actions	Potential savings through reallocation of resource	RW/MP	Oct-19	0.5% disapplication agreed at Schools Forum.
CSC51	L		SEN Post April 2020 action required for the future design of this service based on need.	Report to SLT for post April 2020 action required for the future design of this service based on need .	N/A	RW/SLT	Sep-19	Increased staffing structure approved at council 26/9/19

ID	RAG = Progress HML = £££	Spend	Proposal	Output	How is the saving achieved?	Who	When	Progress update
			8. Partnership					
CSC10	L	£1.6m	Allowances means test and prioritise all allowances paid, establish links to HB and crisis fund to ensure "one view of the customer"	Establish, with corporate support, culture of timely and robust review of all allowances both for initial claim and ongoing. Single view of customer established where possible to link claims and payments across all council services	Ensuring support is provided from the most appropriate service, which may reduce the need for CSC to provide financial support as customers qualify for other support.	AO/RP	End June 19 to set up process then ongoing	Similar to CSC43 - may be savings from SGO's
CSC4	L	n/a	Work with charities co-operative working with charity and voluntary bodies so some services and/or additional services provided by the body using their resources	Links to charities that could work within Torbay identified and contacted . New SLA's established where the charities undertake certain activities, such as early intervention work, alongside the Council	Reduced family breakdown and need for CSC intervention	AB/HoS	End June 19 to set up process then ongoing	Early Help proposal being developed with People Too. Links to Imagine This partnership of vol. orgs with Lottery funding
CSC62	L	n/a	Regional co operation Pro-actively engage with other councils on a regional level to establish joint working, joint contracts, joint purchasing etc where possible.	Identify officer in CSC with specific responsibility for both developing ongoing relationships with other councils and review opportunities for the service.	Economies of scale & better buying power	AB	End June 19 to set up process then ongoing	New AD post focussed on joined up working between TC & PCC
CSC32	L	n/a	Maximise grant funding Proactively work with DfE and other funding bodies to maximise funding to the service separately to any formula allocations	Identify officer in CSC with specific responsibility for both developing ongoing relationships with funders, pro-actively bidding for funds and review all income opportunities in the service.	DfE contribution to transformation funding	AB/MP/LC	End June 19 to set up process then ongoing	DfE have funded a number of posts associated with Transformation. Talks are ongoing re: 2020/21 funding
Page 52 CSC69	L	n/a	PCC joint work - general Review all services in CSC to establish where joint working can produce financial gains for both councils.	Establish work plan for options of joint working that then sets targets and responsibilities for implementation.	Delivery of efficiency	AB/MP/LC	End June 19 to set up process then ongoing	New AD post focussed on joined up working between TC & PCC
CSC40	L	£172k	PCC joint work - training Establish ongoing joint programme of training with PCC that is both more effective and cheaper.	Establish work plan for options of joint training that then sets targets and responsibilities for implementation.	Economies of scale	AO/SW	End June 19 to set up process then ongoing	New AD post focussed on joined up working between TC & PCC
CSC41	L	n/a	ICO integration Pro actively work with ICO as the key local partner and current ASC provider to ascertain what opportunities exist for further integration of social care services.	Report on options for closer working with ICO	As part of ASC provision, its possible to identify signs of stress in a family setting which may result in CS intervention	AB/SLT	Nov-20	This will form part of a long term strategy
CSC5	M	£15.5m	Lessons learned immediate follow up on variations to care plans/step down to establish what should have happened and agree corrective action and/or training going forward	Establish, with corporate support, culture of timely and robust review and correction action taken	Tighter control, resulting in better value for money	HoS/GP	End June 19 to set up process then ongoing	Delivered through high cost panel
CSC6	H	£15.5m	Drift and delay – step down rigorously monitor case reviews and meet planned step down dates	Establish, with corporate support, culture of timely and robust review of cases , staff held accountable for meeting step down dates, and progress regularly monitored.	Tighter control, resulting in better value for money	AB/HoS	End June 19 to set up process then ongoing	Delivered through high cost panel

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			9. Misc.					
CSC34	L	£319k	Careers SW Consider changing future service provision on Careers SW to require no council subsidy. Review council's future ownership of company.	Reduce spend on careers sw to nil. Inform Careers SW to prevent any abortive work. Report on implications for Council 25% ownership of company.	No financial contribution made	AB/SLT/ AMB	May-19	Ongoing regional discussions - concerns around Pension Liability of bringing back the staff in as there are Statutory services delivered by this service.
CSC36	L	£2.4m	PFI contract Continually challenge the costs, specification and management of the PFI contract for Spires and Homelands schools	Report from TDA on results of PFI contract review	Ensure full cost recovery where tenant alterations are requested	CT/RW	Oct-19	Ongoing
CSC48	L	n/a	Youth Offending Team Review Cornwall's establishment of an expanded youth offending team	Lessons learned from Cornwall on their additional investment on a YOT	Preventing re-offending and escalation of intervention.	AB/HoS	Mar-20	Business case to be developed
CSC49	L	??	0-19 contract Maximise gains from the new contract – both service and financial and ensure a proportion of savings are allocated to CSC.	Aim as stated. Report back on new contract and recommendations to SLT	Contract savings	RW	Sep-19	£135k increased contribution from Public Health
CSC55	L	n/a	Visit best practice Regularly visit examples of best (financial) practice to learn.	Identify councils with best practice and establish a rolling programme of visits	Implementation of best practice	All	Ongoing	New Deputy DCS that has experience working with local authorities who have successfully improved their children's services.
CSC64	H	n/a	Financial resources to support this plan Allocate (targeted) financial resources to support this plan	Report on resources required to implement this plan.	N/A	AB/MP	Jun-19	Circa £9m earmarked as part of 2020/21 budget
CSC68	H	n/a	PeopleToo - 2019 report Review PeopleToo report and implement as appropriate	TBC	Reduced escalation	SLT	Jun-19	Early Help proposal being developed with People Too

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