Monday, 7 June 2021

CABINET

A meeting of **Cabinet** will be held on **Tuesday, 15 June 2021** commencing at **5.30 pm**

The meeting will be held in the Town Hall for decision makers all other interested parties are encouraged to attend remotely via Zoom (the links to the meeting are set out below)

Join Zoom Meeting

https://us02web.zoom.us/j/89458995305?pwd=SHZJajhGT2VRWmxDejRNb241WkdPZz09

Meeting ID: 894 5899 5305 Passcode: 085363

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Where a person would like to attend in person, it is requested that they notify our Governance Support Team on 207087 or governance.support@torbay.gov.uk, so that arrangements can be made to ensure meetings are held safely, in accordance with Covid secure guidelines.

Members of the Committee

Councillor Steve Darling (Chairman)

Councillor Carter Councillor Long

Councillor Cowell Councillor Morey

Councillor Law Councillor Stockman

Together Torbay will thrive

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<u>Device</u> or <u>Blackberry Playbook</u>. For information relating to this meeting or to request a copy in another format or language please contact:

<u>Lisa Antrobus</u>, <u>Town Hall</u>, <u>Castle Circus</u>, <u>Torquay</u>, <u>TQ1 3DR</u>

2.00 7 mili obao, Town Han, Gaolio Girodo, Torquay, Tar obit

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

CABINET AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 5 - 18)

To confirm as a correct record the Minutes of the meeting of the Cabinet held on 25 May 2021.

3. Disclosure of Interests

(a) To receive declarations of non pecuniary interests in respect of items on this agenda.

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda.

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

(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Communications

To receive any communications or announcements from the Leader of the Council.

5. Urgent Items

To consider any other items the Chairman decides are urgent.

6. Matters for Consideration

7. Oldway Mansion, Estate and Gardens

To consider a report that provides an update and seeks approval for the Oldway Trust to be confirmed as the Council's primary community partner in respect of Oldway Mansion, the estate and gardens. (Pages 19 - 30)

8. Leasehold disposal Pier Point Restaurant and Retail Unit, Torbay Road, Torquay

(Pages 31 - 41)

To consider a report that seeks approval for the Council to enter into an Agreement for Lease to allow the existing tenant to invest in and extend their premises and then, following the completion of the work, to have a new lease.

9. Torbay Growth Fund

(Pages 42 - 54)

To consider a report that recommends the removal of the Investment and Regeneration Fund Strategy from the Policy Framework and renames and reviews the current Torbay Economic Growth Fund criteria.

10. DHSC COVID Funded Project Delivery

(Pages 55 - 63)

To consider a report that sets out the current arrangements and plans for the Contain Outbreak Management Fund (COMF).

11. Social Value Procurement Policy

(Pages 64 - 112)

To consider a report that seeks agreement of the Social Value Procurement Policy.

12. Customer Relationship Management System

(Pages 113 - 152)

To consider a report that proposes the appointment of Civica as the preferred supplier for the new Customer Relationship Management (CRM) and allocate the budget accordingly to implement and maintain the new system.

13. Community Safety - Update on Violence Against Women and Girls

(Pages 153 - 177)

To consider a report on the above.

Instructions for the Press and Public for joining the meeting

To meet Covid-19 secure arrangements this meeting will be held via a hybrid system with the actual decision makers e.g. members of the Cabinet and key officers meeting in person, at the Town Hall, Torquay. All other people which includes persons who have registered to speak, are encouraged to attend remotely via Zoom.

People will not be prohibited from attending meetings in person but where that number exceeds our maximum Covid-19 secure numbers, the meeting will be adjourned to enable the meeting to continue safely in an alternative location.

Where persons would like to attend meetings in person, it is requested that they notify our Governance Support Team on (01803) 207087, so that arrangements can be made to ensure meetings are held, in accordance with Covid secure guidelines.

If you are joining remotely, via an iPad you will need to install Zoom which can be found in the App Store. You do not need to register for an account just install the software. You only need to install the software once. For other devices you should just be taken direct to the meeting.

Joining a meeting remotely via Zoom

Click on the link provided on the agenda above and follow the instructions on screen. If you are using a telephone, dial the Zoom number provided above and follow the instructions. (**Note:** if you are using a landline the call will cost up to 13p per minute and from a mobile between 3p and 55p if the number is not covered by your inclusive minutes.)

You will be placed in a waiting room, when the meeting starts the meeting Host will admit you. Please note if there are technical issues this might not be at the start time given on the agenda.

Upon entry you will be muted and your video switched off so that only the meeting participants can been seen. When you join the meeting the Host will unmute your microphone, ask you to confirm your name and update your name as either public or press. Select gallery view if you want see all the participants.

If you have joined the meeting via telephone, your telephone number will appear on screen and will be displayed for all to see until the Host has confirmed your name and then they will rename your telephone number to either public or press.

Meeting Etiquette - things to consider when attending a virtual meeting

- Background the meeting is public and people will be able to see what is behind you therefore consider what you will have on display behind you.
- Camera angle sit front on, upright with the device in front of you.
- Who else is in the room make sure you are in a position where nobody will enter the camera shot who doesn't want to appear in the public meeting.
- Background noise try where possible to minimise background noise.
- Aim to join the meeting 15 minutes before it is due to start.

Minutes of the Cabinet

25 May 2021

-: Present :-

Councillor Steve Darling (Chairman)

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

(Also in attendance: Councillors Amil, Barnby, Barrand, Brooks, Mandy Darling, Douglas-Dunbar, Hill, Kennedy, Chris Lewis, Loxton, Manning, Mills, David Thomas and Jacqueline Thomas)

195. Minutes

The Minutes of the meeting of the Cabinet held on 7 and 20 April 2021 were confirmed as a correct record and signed by the Chairman.

196. Communications

The Leader of the Council, Councillor Steve Darling, expressed his disappointment in the ceasing of the regulations that permitted the Council to hold decision making public meetings virtually and hoped that the Government would in the longer term consider bestowing powers upon Council's to decide the most appropriate format for their public meetings.

Councillor Steve Darling also advised that the Council had recently undertaken a peer review, assisted by the Local Government Association. The Partnership considered the peer review to be a 'half time' report which had provided the Partnership with the reassurance that the community was at the heart of decision making within Torbay.

The Cabinet Member for Economic Regeneration, Tourism and Housing, Councillor Long, informed Members that TorVista Homes had purchased properties at Bishops Place, the purchase demonstrated the Partnerships commitment to intervene in the market and drive positive change and provide affordable housing.

The Cabinet Member for Finance, Councillor Cowell, advised Members that Torbay Council had been nominated as Co-operative Council of the Year predominately for the work of the Food Alliance and encouraged people to vote online at www.uk.coop/vote.

The Cabinet Member for Infrastructure, Environment and Culture, Councillor Morey, announced that Torbay had been awarded Blue Flags for six of Torbay's beaches with a further four beaches being awarded the Seaside Award.

197. Urgent Items

The Cabinet considered the item in Minute 206, 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.

198. 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.

- 199. English Riviera Events Strategy
- 200. Turning the Tide on Poverty Financial Issues
- 201. Council Business Plan 2021/2022
- 202. TorVista Business Plan
- 203. Report of the Overview and Scrutiny Board Torquay Town Deal and Paignton Future High Street
- 204. Urgent Cabinet Decision Taken by the Chief Executive

The report on an urgent Cabinet decision taken by the Chief Executive was noted.

205. Exclusion of Press and Public

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

that the press and public be excluded from the meeting prior to consideration of items 16 and 17 on the agenda on the grounds that exempt information (as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) was likely to be disclosed.

Prior to consideration of the item in Minute 206, the press and public were formally excluded from the meeting.

206. Urgent Item - Convertible Loan

Chairman/woman

English Riviera Events Strategy

Decision Taker

Cabinet on 26 May 2021.

Decision

- (i) That the Events Strategy as set out in Appendix 1 to the submitted report be approved.
- (ii) That the implementation of the Events Strategy be progressed by officers with an advisory Events Steering Group of independent stakeholders.
- (iii) That the Service Manager for Events and Culture in consultation with the advisory Events Steering Group develop and progress an operational action plan that supports the strategic actions contained within the strategy.

Reason for the Decision

The delivery of the English Riviera Events Strategy would have a far-reaching positive impact on the tourism sector ERBID and Destination Management Group partners, as well as community and cultural partners enabling Torbay to compete with other coastal resorts whose events offers are well developed.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny)

Information

The English Riviera Events Strategy provides a coherent strategy that would assist in developing the events offer in Torbay, providing an opportunity to support the local economy, develop the events infrastructure and opportunities for employment and volunteering, and enrich the lives and support the development and well-being of local residents.

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

Alternative Options considered and rejected at the time of the decision

None.

Is this a Key Decision?

Nο

Does the call-in procedure apply?

Yes

Standards Committee)	ensations issued by the
None.	
Published	
28 May 2021	
Signed:	Date:
Leader of Torbay Council on behalf of the Cabinet	

Turning the Tide on Poverty - Financial Issues

Decision Taker

Cabinet on 26 May 2021.

Decision

- (i) that, subject to due diligence, the Council invests £25,000 into the South West Mutual Bank to be funded from the 2021/22 budget contingency;
- (ii) that, subject to agreement with credit unions, the Council Invests £10,000 into existing credit union(s) working in Torbay to provide a Torbay specific gateway for our residents to be funded from the 2021/22 budget contingency; and
- (iii) that, subject to due diligence, the Council contracts with a provider to issue and manage a Green Bond up to a value of £1m to fund Council "green" capital projects with guaranteed minimum returns for Torbay residents to invest in on a nil cost basis for the Council.

Reason for the Decision

The proposals would provide the funding and approval for three initiatives to support community engagement, the council's green agenda and turning the tide on poverty.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Cabinet were asked to consider funding and approving three initiatives, South West Mutual Bank, Credit Unions and Green Bond.

South West Mutual Bank was a co-operative bank that was seeking to establish itself to provide a local alternative for banking facilities. As part of the second phase of fund raising it was proposed the Council invest £25,000 in order for the bank to obtain its licence and commence operation in 2022.

The proposal in relation to the credit unions was to work with existing credit unions to establish a higher profile of the availability of these credit unions within Torbay.

With regards to Green Bond it was proposed that a green bond be established for Torbay residents to invest in. The bond would be used to part finance green projects such as solar panels. The Council would then allocate some of the return to the investors.

At the meeting, Councillor Cowell proposed and Councillor Steve Darling seconded a motion that was agreed 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
28 May 2021
Signed: Date:
Leader of Torbay Council on behalf of the Cabinet

Council Business Plan 2021/2022

Decision Taker

Cabinet on 25 May 2021.

Decision

- i) That, subject to the action in relation to the Northern Arm being re-worded to:
 - "Work with partners in Brixham to update the business case for the Northern Arm breakwater in preparation for applications to any appropriate funding call."
 - and to it being moved to 2021/2022,
 - the Council Business Plan for 2021/2022 be approved; and
- ii) That the Cabinet work with the Partnership and the Conservative Group to identify, from the overall priority actions, those actions which are of significant importance to Torbay for the coming year.

Reason for the Decision

To ensure that the whole organisation knows the actions which need to be taken to deliver the Council's ambitions. Further detail of how the actions will be delivered will be included within the Business Plans for each business unit across the Council.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

One Torbay: Working for all Torbay – the Council's Community and Corporate Plan – was agreed by Council at its meeting on 27 February 2020 and a Delivery Plan was agreed by Cabinet shortly afterwards.

This year's delivery plan takes a different format, in line with the agreed Performance and Risk Framework, as a Council Business Plan. The proposed Business Plan sets out the Council's achievements over the past year (including specific case studies), sets out the wider focus of the Council for the next two years and then details specific actions due to be undertaken over the next 12 months. The Business Plan also included outline actions for future years.

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

Alternative Options considered and rejected at the time of the decision

The actions included within the Business Plan had been developed collaboratively between the

past year and to set the planned actions in context.

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

28 May 2021

Leader of Torbay Council on behalf of the Cabinet

Date:

Signed:

members of the Cabinet and the Senior Leadership Team. They reflect the ambition of the Cabinet and the wider Council. An alternative would have been to develop a second Delivery Plan. However, the Business Plan enabled the Council to reflect on the achievements of the

TorVista Homes Business Plan

Decision Taker

Cabinet on 25 May 2021.

Decision

That the TorVista Homes Business Plan, as set out in exempt Appendix A to the submitted report, be approved.

Reason for the Decision

The business plan was considered by Cabinet on 23 March, and it was requested an updated plan be presented with the recommendations from an independent review included. Approval was sought for a revised business plan.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

At its meeting on 23 March 2021, the Cabinet approved the TorVista Homes Business Plan, subject to a further updated business plan being presented to Cabinet in order to enable a review of independent specialist advice. Following a review an updated business plan was duly presented for Cabinet's approval.

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

Alternative Options considered and rejected at the time of the decision

TorVista Homes could have submitted an alternative plan, however it was felt that the submitted business plan incorporated all the objections of the Council whilst still providing the ability for ambitious delivery.

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	1	
28 May 20	021	
Signed:	Leader of Torbay Council on behalf of the Cabinet	Date:

Report of the Overview and Scrutiny Board - Torquay Town Deal and Paignton Future High Street

Decision Taker

Cabinet on 25 May 2021.

Decision

That the Cabinet's response to the Report of the Overview and Scrutiny Board – Torquay Town Deal and Paignton Future High Street be approved, as published.

Reason for the Decision

The Cabinet was required to respond to the recommendations of the Overview and Scrutiny Board.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Cabinet received the report of the Overview and Scrutiny Board on the Torquay Town Deal and Paignton Future High Street. In accordance with section D7 of Standing Orders – Overview and Scrutiny as set out in the Constitution, the Cabinet was required to respond to the recommendations of the Overview and Scrutiny Board within two months.

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

Alternative Options considered and rejected at the time of the decision

No alternative options were considered.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published		
28 May 20	021	
Signed:	Leader of Torbay Council on behalf of the Cabinet	Date:

Convertible Loan

Decision Taker

Cabinet on 25 May 2021.

Decision

That the decision in respect of a Convertible Loan, as set out in exempt Cabinet Minute 207, be approved.

Reason for the Decision

To enable the Council to provide financial support to an organisation to assist with economic regeneration within Torbay.

Implementation

This decision will come into force and may be implemented on 8 June 2021 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

The Cabinet considered an urgent item in respect of a request for a convertible loan. The convertible loan would provide financial assistance to an organisation located within Torbay. The convertible loan was part of a wider package of financial support which included funding from the Heart of the South West Local Enterprise Partnership and British Business Bank through Future Funds. The financial assistance would support economic regeneration create new high value engineering jobs and create training opportunities with local education providers.

Councillor Long proposed and Councillor Cowell seconded a motion which was agreed by the Cabinet, as set out above.

Alternative Options considered and rejected at the time of the decision

Alternative options were set out in the submitted report.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published		
28 May 20	021	
Signed:	Leader of Torbay Council on behalf of the Cabinet	Date:

Agenda Item 7 TORBAY COUNCIL

Meeting: Cabinet **Date:** 15th June 2021

Wards Affected: All Wards

Report Title: Oldway Mansion, Estate and Gardens

Cabinet Member Contact Details: Councillor Long, Cabinet Member for Economic Regeneration, Tourism and Housing, 07419 111618 swithin.long@torbay.gov.uk

Director/Assistant Director Contact Details: Kevin Mowat, Director of Place, 01803 208433 Kevin.Mowat@torbay.gov.uk

1. Purpose of Report

- 1.1 To provide Cabinet with an update regarding the situation with Oldway Mansion, the estate and gardens.
- 1.2 To remind Cabinet of the previous decisions made by the Council in respect of Oldway Mansion, the estate and gardens.
- 1.3 To seek approval for the Oldway Trust to be confirmed as the Council's primary community partner in respect of Oldway Mansion, the estate and gardens.

2. Reason for Proposal and its benefits

- 2.1 On 21st June 2018 the Council received a report and a set of recommendations from the Oldway Mansion and Estate Working Party. The Council meeting agreed to note and support paragraphs (i), (ii), (iv) and (v) of the Elected Mayor's decision of 11th June 2018, which are set out as (a) to (d) below:
 - a) that a Project Manager be appointed, on a 12 month contract, to prepare a works specification, procurement strategy and cost estimate for the limited improvement works identified in Phase 1 of the DCA Consultants report. That a stage report be submitted to full Council in approximately nine months' time when the Council sets its 2019/20 Revenue Budget, Capital Plan and Medium Term Resources Plan;
 - b) that the Council consults further with conservation accredited professionals to identify a strategy for the immediate management of the dry rot outbreak, so as to minimise further damage during the 2018 dry rot active season with any decision on these works being taken in accordance with the Council's Constitution;
 - c) that the Project Manager investigates options to establish a café concession at Oldway and possibly other amenities but without committing further to the existing ongoing operating costs;
 - d) that the appointment of a Project Manager, stage report and dry rot investigation identified above be funded to a maximum of £125,000 from the existing Oldway Mansion Reserve.

- 2.2 Progress against these recommendation can be seen below :
 - a) A Project Manager has not yet been appointed and therefore the Council does not have a works specification, procurement strategy and cost estimate for the limited improvement works identified in Phase 1 of the DCA Consultants report. Given the significant pressure placed on the Council's in-year revenue budget for 2018/19, a decision was made during that financial year to use the Oldway Mansion Reserve Fund to meet the ongoing running costs of Oldway Mansion and Estate. These costs included high levels of spend to upgrade the Fire Alarm, Intruder Alarm and Emergency Lighting, all of which was considered essential, but prevented the Reserve Fund being used to fund a Project Manager. A stage report was submitted to full Council in February 2019.
 - b) The Council did consult further with conservation accredited professionals to identify a strategy for the immediate management of the dry rot outbreak.
 - c) Although a Project Manager hasn't been appointed the Council has collaborated with a range of volunteer groups to investigate options to establish a café concession at Oldway and possibly other amenities but without committing further to the existing ongoing operating costs. The refurbished Tea Rooms and the grounds maintenance improvements are two high profile examples of progress.
 - d) The £125,000 from the existing Oldway Mansion Reserve was used to help fund the stage report and the dry rot investigation.
- 2.3 Between February 2019 and July 2019 the Council commissioned DCA Consultants to undertake the following work, which was subsequently delivered:
 - 1. Project Director appointed
 - 2. Help set up a new 'Oldway Trust' (CIO)
 - 3. Prioritise and break down stabilisation works
 - 4. Develop funding strategy and bids
 - 5. Bid for set-up funding
 - 6. Produce timeline
 - 7. Produce structure chart
 - 8. Attend Friends of Oldway AGM
 - 9. Prepare EOI bid for major National Lottery Heritage Fund (NLHF) Enterprise Fund
 - 10. Prepare routine maintenance schedule
- 2.4 A further DCA commission was instructed in the autumn of 2019 to prepare a bid into the National Lottery Heritage Fund 'Heritage Horizons' (HH) grant programme by 11th October 2019. They achieved this by :-
 - Revisiting the original scheme elements and defining a proposed scope for the new (larger) phase 1 that would have been the subject of the HH grant. This included the Rotunda and more landscape works than previously planned.
 - Updating the cost estimate for these works and prepare a proposed economics of the scheme.
 - Preparing and submitting an 'Expression of Interest' via the on line portal.

- 2.5 Unfortunately, in November 2019 the Council were informed that the Expression of Interest for the NLHF Heritage Horizon Awards was unsuccessful.
- 2.6 Having closed down all funding applications from March 2020 due to the Covid-19 pandemic, the NLHF reopened for funding bids in early February 2021.
- 2.7 In January 2021 DCA Consultants were instructed to prepare a resilience fund application to NLHF but the Council are keen to demonstrate that we are sequencing our heritage projects. To this end, and based on NLHF advice and practicalities, Council officers agreed to submit 'expressions of interest' (EOIs) for Torre Abbey at the end of April 2021 and the EOI for Oldway shortly thereafter.
- 2.8 To coincide with the above NLHF application for resilience funding Purcell have been instructed to undertake an updated condition review, along with revised costings and recommendations. The outline of the proposed EOI application to the NLHF resilience fund can be seen at Appendix 1.
- 2.9 In dealing with the various volunteer groups that are working hard to support Oldway it has become clear that it would be helpful to identify a primary community partner. It is recommended that this should be the Oldway Trust who have already entered into a specific memorandum of understanding (MOU) that allows the Trustees to have access to the main Mansion building, subject to clear conditions, risk assessments and training requirements. A further MOU is under discussion see Appendix 2 if Cabinet agree to accept the Oldway Trust as the Council's primary community partner in respect of Oldway Mansion, the estate and gardens.

3. Recommendation(s) / Proposed Decision

- 3.1 That 'The Oldway Trust', a Charitable Incorporated Organisation (CIO), which is now registered with the Charities Commission, be confirmed as the Council's primary community partner in respect of Oldway Mansion, the estate and gardens.
- 3.2 That the Council will collaborate and consult with the 'The Oldway Trust', seeking advice and funding support, as the Council leads on the repair, restoration and redevelopment of Oldway Mansion, the wider estate and gardens.

Appendices

Appendix 1: NLHF Resilience Fund – Outline of proposed expression of interest (EOI)

Appendix 2: Draft Memorandum of Understanding with the Oldway Trust

Background Documents

- Council meeting of 21st June 2018 <u>Agenda for Council on Thursday, 21 June 2018, 5.30 pm</u>
- Council meeting of 21st February 2019 <u>Agenda for Council on Thursday, 21</u> February 2019, 2.00 pm

- Preliminary Outline Repairs Schedule Purcell, February 2018
- Oldway Mansion Options Appraisal DCA Consultants, May 2018
- Timber Decay Survey Timberwise, November 2018
- Oldway Mansion Indicative Programme February 2019
- Timber Decay and the Environment at Oldway Mansion Ridout Associates March 2019
- Oldway Mansion Condition & Maintenance Report/Guide March 2019
- HLF Heritage Horizons Funding Bid October 2019

Supporting Information

1. Introduction

- 1.1 Although the Council supported the ambitions for the future restoration of Oldway Mansion, including the ideas contained in the DCA report of 2018, it recognised that it was not currently in a position to commit to funding its restoration, beyond that which was needed to deal with the dry rot. As a consequence, in terms of significant decisions in respect of Oldway, the Council has only agreed to prepare a works specification, procurement strategy and cost estimate for the limited improvement works identified in Phase 1 of the DCA Consultants report.
- 1.2 Although the works specification was outlined in the 'Preliminary Outline Repairs Schedule', prepared by Purcell in February 2018, the detailed works specification, procurement strategy and cost estimate did not progress due to the limited availability of funding. As stated in 2.8 above, Purcell have been instructed to undertake an updated condition review, along with revised costings and recommendations.
- 1.3 These works are detailed in the 'Preliminary Outline Repairs Schedule' but they can be summarised as follows "the significant and immediate repair challenges in respect of the Mansion which, if not addressed immediately, will lead to further deterioration, likely loss of internal detail and significantly rising costs over time as rot and general deterioration take hold and accelerate". The package of work was mainly intended to make the Mansion water/weather tight and did not address the Rotunda or other buildings on the Oldway estate.
- 1.4 The DCA 'Options Appraisal' report from May 2018 also identified the option for a 'pop-up café' and the Friends of Oldway, working alongside the Oldway Trust, have collaborated with the Council and are on the verge of re-opening the Tea Rooms to the public.
- 1.5 The 'Friends of Oldway' are working with the Oldway Trust and the Council to secure the future of Oldway. They also work on funding bids with the aim to renovate, refurbish and ultimately reopen to buildings to the public. Recently they have been the driving force behind the reopening of the Tea Rooms.
- 1.6 The 'Oldway Gardens Volunteer Group' is made up of volunteers working to restore the wonderful outside spaces within the Oldway grounds. They have worked very hard and have been very successful, with nearly one thousand members on their Facebook page. This group also contribute to the work of the Oldway Mansion and Estate Working Party.
- 1.7 Demolition of the Squash Courts was successfully completed in early 2021 but came at a cost of £69,500, with ongoing costs of £312 per week (£16,224 per year) linked to traffic lights and partial road closure. Further work is required to undertake temporary repairs to the East Tower, West Tower and Stables/Carriage Room to make safe and to allow Oldway Road to re-open to two-way traffic. These works are estimated to cost circa £110,000.

1.8 It can be seen from Appendix 1 that if the NLHF Resilience Fund application is successful the Council would be asked to commit £30,000 as matched/contributory funding. However, one of the outputs would be the appointment of a Project Coordinator for 14 months, for three days per week, to help develop the right package and put together a Round 1 NHLF capital bit in late 2022. This bid would most likely be for up to £5 million towards phase 1 of the restoration project.

2. Options under consideration

2.1 None

3. Financial Opportunities and Implications

- 3.1 Purcell's original indication of the cost for the priority repair package, along with additional works to achieve temporary uses, was £1,967,000 (February 2018).
- 3.2 The application to NLHF for resilience funding is likely to be in the region of £140,000, with a possible revenue contribution from the Council by way of some match funding. Any match funding is expected to come from the £100,000 Oldway revenue budget for 2021/22 and should not exceed £30,000 and can be spread over two financial years.

4. Legal Implications

4.1 None of significance.

5. Engagement and Consultation

- 5.1 The Oldway Mansion and Estate Working Party is well established and is well attended. Nearly all of the engagement and consultation is undertaken via the key stakeholders who attend the Working Party.
- 5.2 Wider consultation and engagement exists via direct meetings with partners like Historic England and the Devon Gardens Trust, as well as normal community engagement delivered via the planning application process, as and when required.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable.

7. Tackling Climate Change

7.1 When considering the repair, restoration and redevelopment of Oldway Mansion, the wider estate and gardens, the Council will take into account all relevant opportunities to make a positive impact on the climate and to reduce carbon wherever possible.

8. Associated Risks

8.1 There is a significant risk of a loss of community good will if progress is not made on the future of Oldway Mansion, the estate and gardens.

The asset will continue to deteriorate if funding cannot be secured to begin restoration work.

8.2

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			There is no differential impact
People with caring Responsibilities			There is no differential impact
People with a disability			There is no differential impact
Women or men			There is no differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			There is no differential impact
Religion or belief (including ack of belief)			There is no differential impact
People who are lesbian, gay or bisexual			There is no differential impact
People who are transgendered			There is no differential impact
People who are in a marriage or civil partnership			There is no differential impact
Women who are pregnant / on maternity leave			There is no differential impact

		Socio-economic impacts (Including impact on child poverty issues and deprivation)		There is no differential impact
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)		There is no differential impact
	10	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	None	
Page 27	11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	None	

Appendix 1

National Lottery Heritage Fund (NLHF) - Resilience Fund Expression of Interest (EOI) ~ Outline Proposal

This proposal is based on the following assumptions:-

- The Council and Trust are partner applicants
- The resilience project lasts 15 months (the first of which would be set up, recruitment, etc.) see below
- One or other appoints a Project Coordinator for 14 months at a pro rate salary of £36k pa, plus on costs, for three days per week
- One or other appoints or provides a Project Administrator (to also support the Trust as it starts to do things for 14 months at a pro rate salary of £22.5k pa, plus on costs, for two days per week
- Some pilot activity/engagement costs are allowed to support the Trust to start doing some events, access to the Mansion, etc.
- The Trust and volunteer expenses line gives the Trustees some petty cash to work with
- There are fee allowances for professional support to refresh all the options appraisal, develop the right package and put together a Round 1 capital application to NHLF
- Some fundraising advice/support and other similar fees are allowed
- There is a provision for some modest legal advice to the Trust if a point is reached to commence formal partnership agreements etc.
- An allowance and value has been included for volunteer time it is fairly notional but it reduces the NLHF %age

The overall total for the project needs to be circa £140k to £130k. It is best to try to keep the bid to NLHF under £100k and it is therefore suggested that Torbay Council might put in £30k. This would include the Council's contribution to the coordinator role and would extend over two financial year – the latter half of this year and the first three quarters of 2022/23.

The best 'governance' solution would be for Torbay Council to receive and hold the grant and pay out the costs as they are needed, with a memorandum of understanding with the Oldway Trust that makes clear which costs are effectively for them to plan the spending of (where they would ask the Council to pay out proposed costs) and which are essentially planned by the Council but probably with an agreement that all costs will be subject to consultation between the parties.

It would be the intention to then make a full capital Round 1 bid to NHLF in late 2022. The resilience fund period could be shortened, to 12 months but that would mean that the Round 1 bid would be going in significantly before the Torre Abbey Round 2 bid. It is considered prudent for the time being to maintain the structure that the two projects, Torre Abbey and Oldway, tend to advance at the same time, but if anything with Torre Abbey first. The consultants do not advise submitting Oldway Round 1 in the months just before the Torre Abbey Round 2 submission.

Table 1 - Breakdown of resilience funding

Developing capacity	£
Project Coordinator	30,240
Project admin	12,600
Recruitment of additional trustees, staff & consultants	1,500
Training, induction & mentoring of trustees, staff and volunteers	5,000
Pilot activities and engagement	7,500
Trust and volunteer expenses	7,500
Volunteer time	10,500
Sub total	74,840
Professional support and mentoring	£
Developing the partnership and trust capacity	14,000
Renewing and revisiting the options for the future post-Covid19	14,000
Income generation and trading advice (inc retail, catering, accommodation and events)	5,000
Fundraising strategy and planning	7,500
Master planning and conservation strategy for house and landscape	20,000
Understanding the costs of the long term plan	3,500
Financial, VAT, Legal & Surveyor professional advice on property matters etc.	5,000
Support for visitor strategy, interpretative framework, audience development	7,000
Sub total	76,000
Grand total	150,840
	£
Funded by	~
Torbay Council	30,000
Volunteer time	10,500
HLF grant sought	110,340
Total	150,840

Appendix 2

OLDWAY MANSION DRAFT MEMORANDUM OF UNDERSTANDING BETWEEN TORBAY COUNCIL AND THE OLDWAY TRUST

- 1. Torbay Council recognises the Oldway Trust as its primary community partner in respect of Oldway Mansion, the estate and gardens.
- 2. The Council will collaborate and consult with the 'The Oldway Trust', seeking advice and funding support, as the Council leads on the repair, restoration and redevelopment of Oldway Mansion, the wider estate and gardens.
- 3. The Estate includes the grounds, the mansion and all buildings contained within the grounds.
- 4. The Oldway Trust recognises the obligations and rights of Torbay Council as the freeholder and landlord of the Estate.
- 5. The Oldway Trust will consult with Torbay Council on all plans to apply for funding for the Estate.
- 6. Both parties will agree to consult on all significant matters relating to the current use, maintenance, care, future use, and restoration of the Estate.
- 7. In support of 6 above, the Oldway Trust will be invited to accompany any significant inspections of any part of the Estate.
- 8. Both parties agree to work jointly and equally when dealing with third parties having, or expressing an interest in, the Estate.
- 9. Both parties agree that at a time when part or all of the estate can become self-sustaining, this MOU could be replaced by an agreement to lease, subject to Torbay Council's procurement/disposal procedures.
- 10. This Memorandum of Understanding can be terminated by either party, either by mutual agreement or a six month notice period.

Agenda Item 8 TORBAY COUNCIL

Meeting: Cabinet Date: 15th June 2021

Wards Affected: Tormohun Ward

Report Title: Leasehold disposal Pier Point Restaurant and Retail Unit, Torbay Rd,

Torquay TQ2 5HA

When does the decision need to be implemented? As soon as possible.

Cabinet Member Contact Details: Councillor Swithin Long, Cabinet Member for Economic Regeneration, Tourism & Housing, 07419 111618, Swithin.Long@torbay.gov.uk

Supporting Officer Contact Details: Paul Palmer, TDA Head of Assets & Facilities Management, 01803 207920, paul.palmer@tda.uk.net

Supporting Director Contact Details: Kevin Mowat, TDA Director of Asset Management, Investment & Housing, 01803 208720, <u>Liam.montgomery@tda.uk.net</u>

1. Purpose of Report

1.1 Torbay Council to enter into an Agreement for Lease to allow the existing tenant to invest in and extend their premises and then, following the completion of the work, to have a new lease.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

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

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

2.1 The proposals in this report help us to deliver this ambition by allowing the current tenant to invest in the asset that will see the building improved and refurbished in return for a new lease. The asset on completion of the redevelopment will help secure new jobs and enhance Torquay seafront.

3. Recommendation(s) / Proposed Decision

- 3.1 That the Cabinet decision made on 15 December 2020, as set out in Minute 148 'That the Director of Place, in consultation with the Interim Chief Executive, be authorised to enter into an Agreement for Lease to allow the existing tenants of the Pier Point Restaurant and retail unit to carry out works to extend the ground floor and to create a first floor to the existing premises and, upon completion of these works, to grant a 125 year lease to the existing tenants on terms previously agreed.' be rescinded; and
- 3.2 That the TDA Director of Asset Management, Investment and Housing, in consultation with the Chief Executive, be authorised to enter into an Agreement for Lease to allow the existing tenant of the Pier Point Restaurant and retail unit to carry out building improvement and refurbishment works and to merge and extend the ground floor of the existing premises and, upon completion of these works, to grant a 28 year lease to the existing tenant on terms previously agreed.

Appendices

Appendix 1: Site Plan – EM3588

Appendix 2 - Heads of Terms (Part 2 Exclusion)

Background Documents

Report clearance:	This report has been reviewed and approved by:	Date:
Chief Executive	Anne-Marie Bond	
Monitoring Officer		
Chief Finance Officer	Martin Phillips	
Relevant Director/Assistant Director	Liam Montgomery	

Supporting Information

1. Introduction

- 1.1 Pier Point Restaurant and Princess Gift Shop are occupied under two separate leases. The lease of Pier Point Restaurant was granted in 2009 for a term of 40 years and the lease of Princess Gift Shop, the small retail unit facing Torbay Road for a term of 15 years from 2011. Both leases are granted with the benefit of the protection of the Landlord and Tenant Act 1954.
- 1.2 In July 2015, a Mayoral Decision was granted to allow the redevelopment of Pier Point Restaurant in isolation, which included a first floor extension. On practical completion of the development the Council would have granted a new 125 year lease. The decision was documented by way of an Agreement for Lease with Pier Point Ltd in January 2017.
- 1.3 At the beginning of 2020, Pier Point Torquay Ltd was sold and the new owner soon after also acquired the lease of Princess Gift Shop. The new owner, on obtaining control of the whole building approached Torbay Council seeking to re-negotiate the 2017 Agreement for Lease. The new owner is seeking to merge the Pier Point Restaurant lease with Princess Gift Shop lease that would therefore enable the redevelopment of the whole building.
- 1.4 In December 2020, a Cabinet Decision was made that the Director of Place, in consultation with the Interim Chief Executive, be authorised to enter into an Agreement for Lease to allow the tenant of the Pier Point Restaurant and retail unit to carry out works to extend the ground floor and to create a first floor to the existing premises and, upon completion of these works, to grant a 125 year lease to the existing tenant on terms previously agreed

1.5 However the requirement to complete the works to the ground floor and first floor, as a condition to be satisfied prior to the granting of a 125 year lease was rejected by the tenant. This was on the grounds that funding for the redevelopment would not be forthcoming from lenders.

- 1.6 After taking time to reconsider the options the Tenant has decided to pursue a ground floor refurbishment of the existing structure. A planning application P/2020/1288 has been registered in relation to this revised scheme.
- 1.7 It is now intended that upon practical completion of the proposed refurbishment of the ground floor the Council would grant a new, single 28 year lease which is the residue of the restaurant lease. The commercial terms of the 28 year lease are, subject to Council approval now agreed.
- 1.8 The proposal therefore is to enter into a new Agreement for Lease that will be conditional upon completion of the ground floor refurbishment within 3 years of obtaining planning consent.
- 1.9 The benefit will still be twofold. The Council will have in place only one lease to manage with a single tenant. The premises will also be redeveloped and

refurbished in its entirety providing a better 'place' shaping development for Torquay seafront.

2. Options under consideration

- 2.1 The Council's Corporate Asset Management Plan 2015 to 2019 (2018/19 Revision) makes specific that the Council will 'always seek to maximise the full market receipt for their assets whether by way of freehold disposal or leasehold interest'. The disposal of this asset by way of a leasehold will meet that requirement.
- 2.2 The owners of Pier Point Torquay Ltd have expressed their desire to only want to redevelop the whole site. They have taken active steps to secure control of both leases and have been undertaking work to the restaurant already. Whilst the 2017 Agreement for Lease is still a live document it would only permit the granting of a lease for the restaurant. Without the new Agreement of Lease this would leave the Princess Gift Shop outside of the redevelopment. This would in all likelihood have a depressing effect on rental income that could be secured in the future for the premises.
- 2.2 Whilst the Council is under no obligation to approval a new Agreement for Lease it is possible the owner of Pier Point Torquay Ltd may then look to dispose of his interest in the business. The redevelopment of the asset would then be lost.

3. Financial Opportunities and Implications

3.1 TDA has negotiated commercially acceptable terms for the new 28 year lease which are commensurate to the proposed levels of investment in the building.

4. Legal Implications

4.1 The proposed redevelopment will be formalised and documented by Torbay Council Legal Services through the Agreement for Lease and the granting of the new 28 year lease following practical completion. The existing leases and the 2017 Agreement of Lease will extinguished also on practical completion of the redevelopment by way of Deeds of Surrender.

5. Engagement and Consultation

5.1 No engagement or consultation is planned. The owner of Pier Point Torquay Ltd has submitted a planning application for the redevelopment of the site - P/2020/1288.

6. Purchasing or Hiring of Goods and/or Services

6.1 There are no procurement issues as Pier Point Torquay Ltd are the existing tenant of both leases currently in place.

7. Tackling Climate Change

7.1 The owner of Pier Point Torquay Ltd has submitted a planning application for the redevelopment of the site - P/2020/1288. This decision is awaited. In addition the redevelopment will also need to obtain Building Control approval.

8. Associated Risks

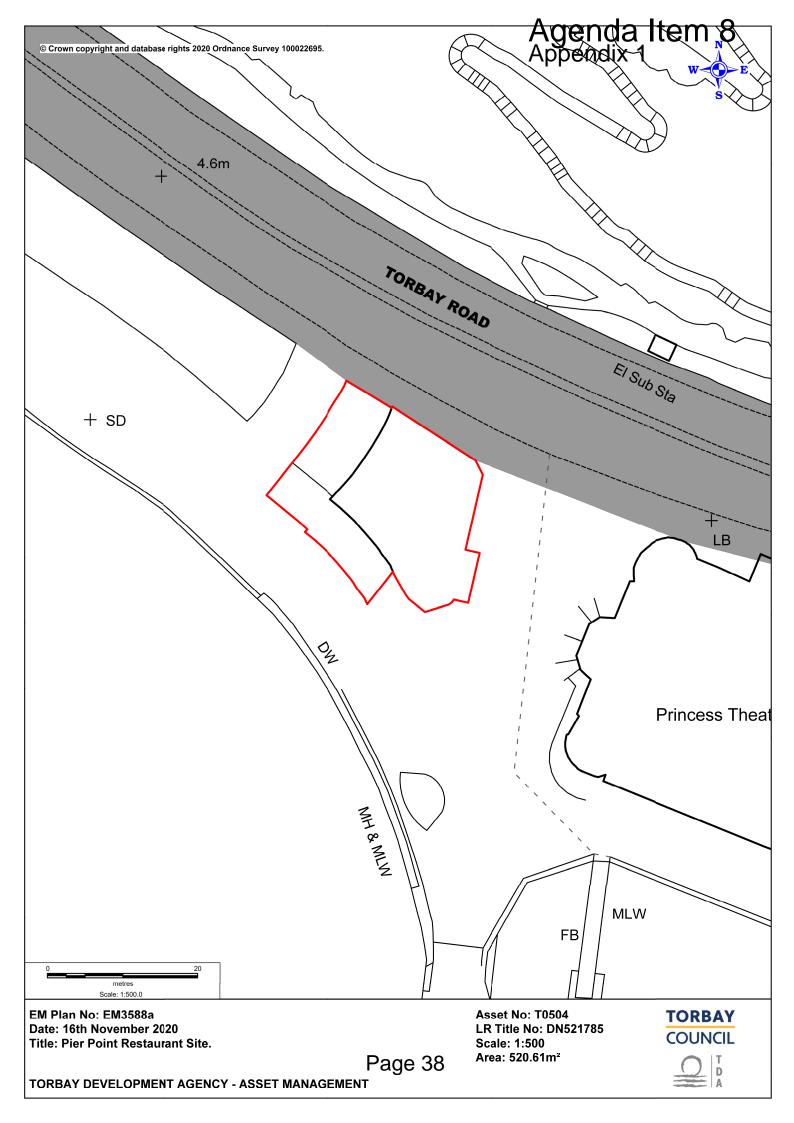
8.1 Whilst there are no significant risks if the proposal is not implemented there would however likely be a lost opportunity in seeing the site redeveloped and modernised.

Equality Impacts

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			There is no differential impa
People with caring Responsibilities			There is no differential impa
People with a disability			There is no differential impa
Women or men			There is no differential impa
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			There is no differential impa
Religion or belief (including lack of belief)			There is no differential impa
People who are lesbian, gay or bisexual			There is no differential impa
People who are transgendered			There is no differential imp
People who are in a marriage or civil partnership			There is no differential impa

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	Women who are pregnant / on maternity leave		There is no differential impact
	Socio-economic impacts (Including impact on child poverty issues and deprivation)	The granting of a long leasehold and subsequent re-development of the site is likely to have a positive impact on locality.	
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)		There is no differential impact
10	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	N/A	
11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	N/A	



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 8 Appendix 2

Document is Restricted

Agenda Item 9 TORBAY COUNCIL

Meeting: Cabinet Date: 15th June 2021

Meeting: Council Date: 15th July 2021

Wards Affected: All Wards

Report Title: Torbay Growth Fund

Cabinet Member Contact Details: Councillor Long, Cabinet Member for Economic Regeneration, Tourism and Housing, 07419 111618 swithin.long@torbay.gov.uk

Director/Assistant Director Contact Details: Kevin Mowat, Director of Place,

Kevin.Mowat@torbay.gov.uk /

1. Purpose of Report

- 1.1 To recommend to Council the removal of the Investment and Regeneration Fund Strategy from the Policy Framework as this document is no longer relevant or required due to the changes to the Public Works Loans Board no longer allowing borrowing purely for investment yield. Also, the Torbay Economic Growth Fund criteria has been reviewed and it is proposed that it be renamed the 'Torbay Growth Fund'. The criteria has been widened to cover the relevant areas from the Investment and Regeneration Fund Strategy (e.g. town centre regeneration) as well as other areas covered by the Community and Corporate Plan and/or the Council's Economic and Tourism Strategies.
- 1.2 It is proposed that the outstanding allocated funding from the original £25m, previously agreed for town centre regeneration, would then be added to the balance from the £100m renamed 'Torbay Growth Fund', to be allocated by the Cabinet in accordance with the new 'Torbay Growth Fund' criteria.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

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

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

2.1 The proposals in this report help us to deliver this ambition by supporting the delivery of the Council's Community and Corporate Plan, Housing Strategy and

Economic and Tourism Strategies through investing in projects in Torbay which otherwise would not be fully funded. In particular, this will support the delivery of the 'Thriving Economy' element of the Community and Corporate Plan through improved investment in economic growth, jobs and infrastructure within Torbay with a clearer and broader criteria to enable the Cabinet to invest the remaining funds within Torbay as soon as appropriate opportunities arise.

2.2 The reasons for the decision are to:

- enable the Council to remove the existing Investment and Regeneration Fund Strategy from the Council's Policy Framework as the Council is no longer able make investments out of area for the purpose of generating income;
- widen the criteria for the Torbay Growth Fund for the benefit of our residents and visitors to secure future investment in Torbay, to increase the funding available by adding the unallocated £11m from the £25m previously allocated to town centre regeneration to the renamed 'Torbay Growth Fund':
- enable a fit and proper revised set of criteria to be used for the assessment
 of suitable investments which would be considered first by officers at the
 Capital and Growth Board and then determination by the Cabinet, without
 the need for this to form part of the Council's Policy Framework, enabling the
 Cabinet to make any further changes to the criteria;

3. Recommendation(s) / Proposed Decision

That Cabinet be recommended:

(i) to approve the Torbay Growth Fund criteria as set out at Appendix 1 to the submitted report.

That Cabinet recommend the Council:

- (i) to approve the removal of the Investment and Regeneration Fund Strategy from the Policy Framework; and
- (ii) to approve moving the outstanding balance from the £25m allocated to town centre regeneration to the newly re-named 'Torbay Growth Fund' (former Torbay Economic Growth Fund).

Appendices

Appendix 1: Torbay Growth Fund Criteria

Background Documents

Council 18 July 2019 - <u>Agenda for Council on Thursday, 18 July 2019, 5.30 pm</u> (torbay.gov.uk) – Torbay Economic Growth Fund

Cabinet 1 October 2019 - <u>Agenda for Cabinet on Tuesday, 1 October 2019, 4.30 pm</u> (torbay.gov.uk) – Torbay Economic Growth Fund Criteria

Supporting Information

1. Introduction

1.1 At the Council meeting on 18 July 2019, the Council agreed to establish a Torbay Economic Growth Fund of up to £100 million of prudential funding for the progress of a range of capital projects for economic growth and regeneration within Torbay and, to be funded from the future income from those projects. Approval of the criteria and for each project was delegated to the Cabinet, which was subsequently approved at the Cabinet meeting on 1 October 2019.

2. Options under consideration

2.1 None

3. Financial Opportunities and Implications

- 3.1 The proposed transfer of the remaining balance from the £25m allocated to town centre regeneration allows for a larger pot to be allocated through the Torbay Growth Fund.
- 3.2 Projects funded from the Torbay Growth Fund are expected to meet the costs of borrowing and any other relevant costs.

4. Legal Implications

4.1 The proposed removal of the Investment and Regeneration Fund Strategy meets the requirements of the Public Works Loans Board as the Council is no longer able to make investments for profit under this strategy. The proposed revised Torbay Growth Fund Criteria is in accordance with current legislative and financial requirements.

5. Engagement and Consultation

- 5.1 The Director of Place set up a task and finish group comprising relevant officers from Finance, TDA and Governance to develop the proposals and then consulted with the Senior Leadership Team and members of the Cabinet. This is an internal process so no formal external consultation is required.
- 5.2 No external consultation was carried out. Once the revised Torbay Growth Fund Criteria is approved we will need to raise awareness of the new Torbay Growth Fund, both internally and externally, with support from the TDA to bring forward proposals.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable.

7. Tackling Climate Change

7.1 When considering projects as part of the Torbay Growth Fund the Council will take into account all relevant opportunities to make a positive impact on the climate and to reduce carbon wherever possible.

8. Associated Risks

- 8.1 The financial implications of this recommendation could be significant and when making any funding decision the Cabinet will need to consider the total borrowing commitments of the Council, along with the ongoing repayment obligations.
- 8.2 The risks and rewards of a significant level of borrowing are outlined in the Capital Strategy that was approved by Council in February 2019. All decisions to allocate from the Torbay Growth Fund will need to be taken in the context of the Council's total borrowing position, whilst determining whether the level of borrowing is proportionate and is affordable and with a clear understanding of the potential risks and rewards of the proposals.
- 8.3 All investments and regeneration schemes will be dealt with on a full repayment basis (on an annuity basis over the asset life).
- 8.4 The borrowing associated with these assets will comply with the Prudential Code of Practice 2017.
- 8.5 Risks will be set out for each project as they come forward.

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Equality Impacts

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			There is no differential impact
People with caring Responsibilities			There is no differential impact
People with a disability			There is no differential impact
Women or men			There is no differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			There is no differential impact
Religion or belief (including ack of belief)			There is no differential impact
People who are lesbian, gay or bisexual			There is no differential impact
People who are transgendered			There is no differential impact
People who are in a marriage or civil partnership			There is no differential impact
Women who are pregnant / on maternity leave			There is no differential impact

		Socio-economic impacts (Including impact on child poverty issues and deprivation)		There is no differential impact
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)		There is no differential impact
	10	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	None	
Page 47	11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	None	

Torbay Growth Fund Criteria

This document sets out an outline for the management of the Torbay Growth Fund including direct development, acquisitions and loans subject to appropriate security.

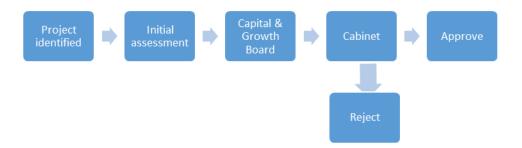
It is intended that project proposals made under the Torbay Growth Fund are robust, therefore proposals will be considered initially by the Council's Capital & Growth Board who will ensure that there is a robust justification for the proposal in line with the assessment criteria set out in this document.

The ambition of the Fund is to have a direct impact on the economic performance of Torbay and to aid the delivery of the 'One Torbay: Working for all Torbay' Community and Corporate Plan and the Housing, Economic and Tourism Strategies. The assessment criteria for the Torbay Growth Fund are intended to;

- ensure deliverability against the Council's Community and Corporate Plan and/or Housing, Economic and Tourism Strategies;
- reflect a suitable balance between the risks inherent in the types of projects supported and the financial/economic rewards obtainable; and
- ensure effective governance and due diligence on any proposal.

The assessment process will require all Torbay Growth Fund requests to meet the initial 'gateway criteria' set out below. Furthermore, all proposals will be expected to set out a strategic business case which will need to demonstrate that the proposal meets the additional assessment criteria set out in (a) to (i) below. Proposals will also need to demonstrate the value for money that they offer for the outcomes being delivered, that they are commercially viable and are affordable. The ability of proposals to be successfully delivered will also be tested through this process. A strong proposal will also include a clear explanation, based on appropriate evidence, of: why the proposal will work (for instance including need and market demand) and will show clearly how the planned outcomes will be realised.

If approved by the Capital & Growth Board then the proposal will be brought to Cabinet for a decision in line with the process set out below.



The Torbay Growth Fund is intended to create outcomes that will have a direct and positive impact within the Torbay economy. That is, there is a direct relationship between the project and the outcomes that the Council has determined it wants to achieve and the benefit that is intended to be created for the community of Torbay including for instance:-

- An increase in local employment by at least:
 - Jobs safeguarded;
 - Additional investment in Torbay whether from public or private sources;
 - Additional employment space; and
 - o Improved public realm.

For clarity though, the Fund is not a "cash fund" but based on future Council borrowing to fund the proposals with the borrowing repaid from future income streams generated by the project. As the Council will be undertaking borrowing, the Prudential Code will need to be complied with and Section 151 Officer approval will be required.

For property based projects the Fund will typically seek pre-lets or good unexpired lease terms with tenants of strong financial standing. A proposal could include the provision of a loan to ensure the sustainability of an existing business within the Bay, which might involve support around refinancing, to ensure that they improve their financial position, allowing them to remain and grow their business within Torbay. Where a loan is requested by a third party, an appropriate level of security against the loan will be required, which might include parent company or director guarantees, asset mortgages or other security which the Council's Section 151 Officer is prepared to accept. Where proposals require the Council to appoint external accountancy or legal support these costs will typically be met by the proposer and added to the proposal costs.

Other costs relating to aborted projects and scheme administration will be charged to a Revenue Fund, where appropriate, which will be created to cover such aborted costs for projects which do not proceed and will be repaid from any surplus made from future successful projects to ensure a continued funding stream for these costs.

In considering value for money there will be an assessment of the cost per job created. Government guidance suggests that lower gross cost per job can be achieved where projects have a key focus on job creation such as in the development of employment space, where there is high private sector investment, low remediation costs or where the project is focused on a small local area.

Conversely projects which have wider objectives such as regeneration (town centre or more disadvantaged communities) or where there is a specialist purpose then higher costs per job would apply. Where project proposals are submitted which have a short term carry cost they will only be considered if the Torbay Growth Fund as a whole is able to meet this cost i.e. it is expected that the cost of one project's deficit is at least being met by surplus from other projects keeping the overall Fund costs covered.

The assessment criteria for the Torbay Growth Fund does not prescribe a specific cost per job benchmark as a range of figures can be expected depending on the type of proposal under consideration.

The Council will not support proposals which would result in funds being used for activities which could bring the authority into disrepute and the issue of 'state aid' rules will be considered and applied where appropriate.

Cabinet will also take into consideration the Council's overall ability to service increased levels of debt. As such, while individual projects, proposals or requests may not meet their full borrowing costs in the very short term (allowable under the initial gateway criteria) the Torbay Growth Fund as a whole must always be in a position whereby it is able to meet its overall costs.

Initial Gateway Criteria (projects must meet each)

No.	Criterion	Pass	Fail
1	The proposed Torbay Growth Fund commitment is for a sum equal to or greater than £50,000		

2	There are measurable benefits to deliver the Community and Corporate Plan and/or Housing, Economic or Tourism Strategies that will be achieved within a maximum period of 3 years from the delivery of the project.	
3	Projects will achieve a 0% minimum return over forecast borrowing costs and any other relevant operating costs (including operational costs through any construction and operational phases) taking into account the expected average return over a 5 year period from the expected date of completion of the loan.	

Additional Assessment Criteria

Assuming that Torbay Growth Fund proposals meet the initial Gateway Criteria then all proposals will also be assessed against the following;

- a) Ability of the Proposal to provide financial benefits to the authority i.e. where future income or sales can be used to:
 - provide short term support for Torbay Growth Fund projects that cannot fully meet borrowing repayments in short term, a period of no longer than three years;
 - accelerate delivery of the Council's Community and Corporate Plan and/or Housing, Economic or Tourism Strategies;
 - support of the Council's wider service delivery; and/or
 - reduce borrowing.
- b) Proposing acquisitions will normally only be considered if they are good quality commercial property in traditional sectors, i.e. office and industrial, unless they are to be acquired for land assembly purposes. There would be an expectation of new or existing tenants to be on full repairing and insuring leases with a lease of at least 5 years.
- c) The financial business case will be considered taking into account the rate of return and income growth potential.
- d) Projects will be expected to achieve a positive net return after borrowing costs (assuming the forecast Public Works and Loans Board (PWLB) interest rate at time of expenditure). Projects not meeting this position in the short term, by

- year three of the project, will be considered exceptionally and projects which cannot meet this threshold in the medium term, by year 5 of the project, will not be considered.
- e) Proposing property acquisitions where the property may have a strategic value to the Council would allow Cabinet to relax some of the above criteria where acquisition has potential for redevelopment or to enable development.
- f) Loans will require applicants to offer appropriate security to the Council and the term of the loan would typically be expected to be 5 to 10 years. The rate of interest on the loan would need to both comply with any state aid considerations and be consistent with the Council's former Investment & Regeneration Fund i.e. typically 2% minimum return over borrowing costs and other relevant operating costs in respect of borrowing for third parties. Loans which do not offer full security will have a higher rate applied commensurate to the risk involved.
- g) Loans made to third party entities, outside of the Council and its owned companies, will be subject to a maximum loan to value rate (LTV) of 75% but the Council will typically expect the LTV to be no greater than 50%.
- h) Location of the project, the Council expects that the majority of commitments made through the Torbay Growth Fund will be in Torbay but by exception may choose to support schemes in the immediate travel to work area where the objectives of the Torbay Growth Fund can be met. Within Torbay project proposals located within the town centres and within, or principally for the benefit of, Torbay's more disadvantaged communities will be able to offer higher costs per job.
- i) Project proposals are expected to demonstrate how they will generate additional benefits for Torbay by adopting social value principles for instance indicating how employment opportunities will be recruited to from disadvantaged wards, how training and/or apprenticeship opportunities will be created or how the project will develop and use a locally based supply chain.

Torbay Growth Fund – Application Checklist

Project proposals submitted to the Torbay Growth Fund will each be subject to an assessment against the criteria of the Fund approved by Torbay Council's Cabinet on 15 June 2021.

To allow for proposals to be assessed consistently and ensure that there is a robust process in place the Council will require applicants to demonstrate that there is a business case which justifies why the Torbay Growth Fund will commit to the project.

Proposals should provide:

- Strategic justification what is the rationale for the project and the outcome that will be delivered, how does this meet the Council's corporate policies particularly the Community and Corporate Plan and/or Housing, Economic or Tourism Strategies?
- Economic justification what is the value to Torbay from the project, what risks has the proposer considered and how will they be managed?
- Commercial/Financial justification does the proposal clearly demonstrate that the criteria of the Torbay Growth Fund in terms of return, security and risk are being met?
- Management justification is there a robust and realistic delivery plan for the project, does the proposer have track record and/or appropriate skills to demonstrate that the project can be delivered?

Does the strategic case cover the rationale, background and strategic fit?	
Are there clear objectives for the proposal?	
Are there clear outcomes?	
Are all the costs & benefits quantified?	
Is there a sensitivity analysis?	
Is there an options appraisal? (may not be required in all cases)	
Is there a clear plan for securing the outcomes?	
Does the project have potential to offer more social value to Torbay?	
Is the project commercially feasible and deliverable?	
Is there a clear programme with milestones and delivery dates identified?	

Have risks been identified and managed?	
Is there match funding?	
Is it secured?	
What security is being offered by the proposer?	
Has the proposer indicated how the project will be managed?	

Agenda Item 10 TORBAY COUNCIL

Meeting: Cabinet Date: 15 June 2021

Wards Affected: All wards

Report Title: DHSC COVID Funded Project Delivery

When does the decision need to be implemented: Immediately

Cabinet Member Contact Details: Jackie Stockman, jackie.stockman@torbay.gov.uk

Director/Assistant Director Contact Details: Dr Lincoln Sargeant, Director of Public

Health, lincoln.sargeant@torbay.gov.uk

1. Purpose of Report

The purpose of this report is to bring to Cabinet's attention the current arrangements and plans for the Contain Outbreak Management Fund (COMF) which sits under the Director of Public Health.

This report also looks for cabinet support of the process for management and distribution of COMF funding proposals (both those previously agreed by SLT and those in the 'pipeline'). It is also to draw to Cabinet's attention to the issues and risks currently associated with the programme.

2. Reason for Proposal and its benefits

The planning proposals for COMF are fundamentally with the aim to benefit the community in Torbay through the use of a more dynamic grant which is to provide public health activities to support the local authority's response to COVID (see section 1 in background information for more detail).

3. Recommendation(s) / Proposed Decision

That Cabinet note the update.

Appendices

None.

Background Documents

None.

Report Clearance

As required by SLT.

Supporting Information

1. Introduction

Background

This paper focusses on the COMF (Contain Outbreak Management Fund). So far the council has been allocated £4.202m in what was effectively two waves of funding. An initial allocation of £2.095M in late 2020, with further allocations totalling £2.107m.

There are limited conditions attached to this grant other than that they must be used in the following way:

The COMF remains ring-fenced for public health purposes to tackle COVID-19, working to break the chain of transmission and protecting the most vulnerable.

Per the letters confirming previous COMF allocations...., release of this further (national 21/22) £400 million is dependent on each UTLA having provided their monitoring return to account for how their COMF allocation for the Financial Year 2020/21 has been used. We will not be able to release your allocation of the £400 million in the absence of this return.

The regular payments from the Contain Outbreak Management Fund can be used for public health purposes to tackle COVID-19. Whilst the specific public health activities that can be funded are subject to your judgement in coordination with your Director of Public Health, activities that this funding could be used to support may include:

List of DHSC conditions for COMF spending (reported back to DHSC monthly)

- Targeted testing for hard-to-reach groups out of scope of other testing programmes.
- Additional contact tracing.
- Enhanced communication and marketing (e.g. towards hard-to-reach groups and other localised messaging).
- Delivery of essentials for those in self-isolation.
- Targeted interventions for specific sections of the local community and workplaces.
- Harnessing capacity within local sectors (e.g. voluntary, academic, commercial).
- Extension/introduction of specialist support (e.g. behavioural science, bespoke comms).
- Additional resource for compliance with, and enforcement of, restrictions and guidance
- Targeted support for school/university outbreaks.
- Community-based support for those disproportionately impacted such as the BAME population.
- Support for engagement and analysis of regional areas to assess and learn from local initiatives.
- Providing initial support, as needed, to vulnerable people classed as Clinically Extremely Vulnerable who are following tier 3 guidance.

As we have managed the pandemic our understanding of the barriers to testing, contact tracing and self-isolation has increased and it is expected that COMF funding will be used to implement measures for overcoming these barriers.

COMF allocations and projects

The COMF allocations have been through a process of project idea generation, consideration and approval through SLT, initially in January and February 2021 and again in late May 2021. There are currently 67 projects currently underway in COMF across the breadth of Torbay Council totalling £3,319,697. The benefits of the COMF projects are spread across a wide spectrum of the Torbay community in a pandemic response context. Mental health, homelessness, opiate addiction, support for children and families, education and self-isolation support being some thematic examples. Project Budgets range from half a million pounds to tens of thousands e.g. Mental Health: £350,000, opiate overdose prevention kits: £4,000. These projects are in various stages of delivery and completion and are shown in the summary table below.

Grant recipient theme	Example projects	Lead dept.	Value (£)
Discretionary School Grant support	To enable schools to implement additional Covid measures for vulnerable children.	Education	£450,000
Specialist community and community safety support including ensuring compliance with guidance	 Funding for projects including: debt advice service to aid self-isolation enhancing resource through the covid compliance team voluntary sector to deliver a homelessness prevention service in Torbay Additional financial allocation to discretionary self-isolation payments and to fund temp accommodation costs Multi-storey car park additional cleaning, increased capacity in seasonal response team and increased covid compliance in care homes. 	Community Safety and Customer services	£1,116,552
Mental health support for communities	 A range of projects to include: Online adult mental health and wellbeing support service Resilience and sustainability of the Torbay Helpline mental health offer Covid-related anxiety and agoraphobia service Wider support for those with complex needs Suicide prevention and awareness campaign 	Public Health	£364,000

Targeted interventions for CYP and family support	 A range of projects including: Enhanced family support for wellbeing and resilience during lockdown and periods of self-isolation Educational Psychology Support to Vulnerable Children and Young People System support for enhanced 3-4 year old free play provision across a range of setting including refreshing community playgrounds 	Public Health	£442,083
Support for staff resilience and wellbeing	Wider support for staff & community organisations to improve mental health and wellbeing on frontline of Covid response	Human Resources	£100,000
Adult social care interventions for targeted communities	De-sensitisation work for those with learning disabilities to assist uptake of vaccinations and client transport to vaccination centre	Adult Social Care	£155,000
Support for Gypsy and Traveller sites	Support to set up a Temporary Stopping Site for Gypsy & Travellers to facilitate self- isolation	Planning	£50,000
Substance misuse interventions	A range of interventions to support resilience and harm reduction during lockdown including: Training in engaging individuals online and delivering online psychosocial interventions. Improve access to emotional and mental wellbeing support for substance misuse staff and service users To further increase accessibility of Naloxone in services and pharmacies Developing digital services to prevent covid in a vulnerable group provide alternative and adjunctive evidence-based support resulting from Covid-restrictions Commission a post supporting GP's to work with individuals to reduce the exacerbated risk of harm during the Covid pandemic.	Public Health	£132,000
Miscellaneous other projects and programme support	A range of provisions, specifically: • Additional technological support for online meetings	Various	£61,062

Community-based support for those digitally excluded as this can be a barrier to Covid response Support for engagement and analysis Capacity to improve the surveillance and response to covid related mental and physical health impacts such as substance misuse deaths and suicides and supporting evaluation of projects Public Health £35,000 Public Health £45,000			i	ĺ
Support for engagement and analysis Capacity to improve the surveillance and response to covid related mental and physical health impacts such as substance misuse deaths and suicides and supporting evaluation of projects Public Health £45,000	support for digitally	those digitally excluded as this can be a barrier to Covid	Public Health	£35,000
Torgeted Torgeting coverelly active young Dublic Health C25 000	engagement and	Capacity to improve the surveillance and response to covid related mental and physical health impacts such as substance misuse deaths and suicides and supporting	Public Health	£45,000
interventions for sexual health sexual health safer sex and relationships		messaging regarding Covid,	Public Health	£25,000
Targeted interventions for older people A range of projects including: Programme lead post working across statutory and voluntary partners and communities to maintain physical, psychological and mental wellbeing through Covid response increase identification of deconditioning/frailty leading to an increase in referrals to strength and balance exercise programmes expand existing project developing a digital care homes network Supporting care Homes who have experienced outbreaks during the pandemic to prevent recurrence Significant support for care homes including digital and mental wellbeing, physical activity in older populations establishing a peer support network	interventions for older people	 Programme lead post working across statutory and voluntary partners and communities to maintain physical, psychological and mental wellbeing through Covid response increase identification of deconditioning/frailty leading to an increase in referrals to strength and balance exercise programmes expand existing project developing a digital care homes network Supporting care Homes who have experienced outbreaks during the pandemic to prevent recurrence Significant support for care homes including digital and mental wellbeing, physical activity in older populations establishing a peer support network 	NHS/ Adult Social Care	
Other support for ensuring compliance compliant procurement of full Procurement £192,000	• •		Procurement	£192,000
suite of projects Total £3,319,697	Total	suite of projects		£3,319,697

There is a continuous process of reviewing new projects and proposals as they come on line. There is currently a further £105,000 earmarked against projects in development which, when taken in conjunction with the live projects above, means there is a residual balance currently against the COMF grant of £777k.

3. Financial Opportunities and Implications

The COMF funding provides significant, if short term, opportunities for the local authority to provide interventions and support for communities who have been impacted by COVID. The majority of the funding agreed to date specifically looks at maximising and improving outcomes for our residents. These opportunities need to consider (within the context of capacity of officers currently within the authority) to create and implement new projects, as well as the potential constraints placed on the authority to ensure we spend money in a way that is compliant with due process and allows for sufficient engagement with partners. Therefore whilst the majority of the projects are community facing, and this should be the main objective of any projects agreed, there are some submissions that look to address the capacity issues faced by the council in stepping up and delivering these projects compliantly

A number of these projects, whilst clearly confined to a finite budget and timescale, will provide the authority with opportunities to consider longer term support for projects (or the next iteration of them) once the COMF funding expires. This could be through mainstreaming them into custom and practice, or looking for other sources of funding within the council that can maintain these over a further period.

4. Legal Implications

There are no specific legal implications of this funding, although awareness and compliance to any grant conditions is required.

5. Engagement and Consultation

at pace, in addition to the current workload.

Council departments and SLT have been consulted. Appropriate providers, voluntary sector and community groups have been consulted as appropriate on proposals.

Some formal consultation will be required where large scale procurements are proposed (e.g. online mental health support contract across Devon)

6. Purchasing or Hiring of Goods and/or Services

This is evaluated at individual project level, but a range of procurement processes will be required to deliver these projects. This could result in capacity issues within the procurement department to implement these processes, on scale, at pace.

7. Tackling Climate Change

This proposal does not have a specific Climate Change impact although this may will have influence at the project level

8. Associated Risks

Risk by not implementing proposal

- That COMF funding is not overseen or constrained by any formal governance process and thus there is a lack of robust reporting and assurance provided to SLT and Cabinet on spend, underspend, risks and opportunities.
- 2. That the COMF funding is not distributed and managed robustly and therefore is not spent prior to any potential call back of unspent funds by DHSC. There is no known funding deadline currently attached to this but remains a risk.

Risk by implementation of proposal

- Capacity contracts may be incurred within specific departments where they are ensuring that robust systems and processes are in place to spend COMF funding appropriately. This includes tasks such as undertaking sufficient market testing/warming, specification development and negotiation, and issuing of robust contract documents.
- 2. Procurement capacity constraints may well emerge as projects take greater form and are required to by urgently managed through a procurement process, where no additional procurement capacity is available. The impact of this is either delays to the COMF project delivery, or existing procurement work plan projects are delayed. Consideration to supporting additional procurement capacity, if required, is recommended.

Equality ImpactsThis is to be determined on an individual project level although it is not expected to negatively impact on any populations.

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

		Socio-economic impacts (Including impact on child poverty issues and deprivation)				
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)				
,	10	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	Cumulative Impacts Improved COVID-centric project delivery and a resilient process to manage scaling-up issues Improved capacity for Project Officers and Procurement			
3	11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	Cumulative impacts to the community will be felt by the effective delivery of currently 32 COVID-centric projects			

Agenda Item 11 **TORBAY** COUNCIL

Meeting: Cabinet Date: 15 June 2021

Wards Affected: All

Report Title: Social Value Procurement Policy

When does the decision need to be implemented? Immediately

Cabinet Member Contact Details: Councillor Darren Cowell, Deputy Leader of the Council and Cabinet Member for Finance, Darren.Cowell@torbay.gov.uk

Director/Assistant Director Contact Details: Martin Phillips, Director of Finance, Martin.Phillips@torbay.gov.uk

1. Purpose of Report

- 1.1 To seek approval of the 'Social Value Procurement Policy' ensuring that the responsibilities and requirements under the Public Services (Social Value) Act 2012 are incorporated into all aspects of our commercial and procurement activity where it is practicable to do so.
- 1.2 To maximise the opportunity Social Value has to contribute to the delivery of the Community & Corporate plan and Community Wealth Building in Torbay we are proposing to go beyond the requirements of the Act and mandate that a minimum of 10% of the overall evaluation score is allocated to all procurements over the value of £50,000.
- 1.3 The policy includes as an appendix a draft 'Social Value Framework' which has been included within the consultation for this policy. This framework aligns the priorities of the Council with the types of Social Value commitments we are seeking from Bidders to ensure we are seeking Social Value commitments that 'matter the most' to Torbay. Further work needs to be undertaken to refine and finalise this framework which is an appendix to the policy.
- 1.4 The 'Social Value Framework' will be a tool used by commissioning, procurement and bidders in selecting themes, objectives and measures that will maximise the Social Value we can secure from our spend. It is designed to be a flexible and live document and its amendment does not alter the principles and approach to Social value contained within the policy.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations

and where there are quality jobs, good pay and affordable housing for our residents.

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

2.1 The proposals in this report and policy help us to deliver this ambition by maximising the contribution Council procurement spend will have to the delivery of our Community & Corporate Plan and Community Wealth in Torbay. We will be prioritising social value contributions offered within our procurement processes that have the greatest opportunity for contribution to the delivery of this plan.

The Social Value Framework has been developed and designed to ensure that the Social Value themes, outcomes and measures have been aligned with the Community & Corporate plan and will support all priority domains:

- Thriving people
- Thriving economy
- Tackling climate change
- Council fit for the future

3. Recommendation(s) / Proposed Decision

That the Social Value Procurement Policy be approved.

Appendices

Appendix 1: Social Value Procurement Policy

Appendix 2: Social value Consultation Feedback April 2021

Appendix 3: Torbay Council Social Value Policy – Implementation Business Case

Background Documents

None

Report Clearance

Supporting Information

1. Introduction

- 1.1 The Public Services (Social Value) Act 2012 came into force in January 2013 cementing the responsibilities of a contracting authority (when procuring service contracts subject to public procurement regulations) to take into account the "economic, social and environmental wellbeing of the relevant area" in its procurement activity.
- 1.2 Whilst Torbay Council has undertaken its responsibilities under this legislation there has not been a consistent approach across the Council in how Social Value is secured, evaluated, monitored and measured. As such we have been unable to measure the impact of Social Value from our procurement activity to inform strategic planning nor have we been able to fully maximise the benefits to the community.
- 1.3 The need for Local Authorities to use the money they spend to drive sustainability in the supply chain and build community wealth is increasing. The National Procurement Policy Statement, which is due to be introduced by government imminently, will require all public bodies to give due regard to the use of social value in procurement. Requirements in relation to the provision of social value through external contracting arrangements and a greater level of scrutiny around delivery of social value considerations are expected to sit within revised procurement legislation, due to come into force during Autumn 2021.
- 1.4 Social value requires organisations to think about how they achieve outcomes in a more integrated way at the pre-procurement stage. Rather than thinking about services in isolation or in the short term, they should consider long term costs and benefits. Regardless of the wider benefits to society, the sustainability of the health service itself is dependent on taking a longer-term view of how inclusion of social value outcomes can reduce pressures on the system.
- 1.5 Requiring suppliers to deliver social benefits while they deliver the main element of their contract means that there is a magnified benefit for the Council and our Community. Torbay Council can make requests to all suppliers and challenge them on what they will provide on the issues that matter most to Torbay.
- 1.6 By putting Social Value and Impact at the heart of all we do we can ensure that all our procurement activity contributes to the social, economic and environmental wellbeing of Torbay. As a Council we have several priorities and responsibilities that this procurement policy will help to contribute to by maximising the value of the money we spend. This includes:
 - Our corporate parenting role
 - Climate policy and action plans
 - Taking action to reduce and address Modern Slavery
 - Contributing to the development and growth of Community Wealth in Torbay
- 1.7 Improving how we incorporate Social Value into our commissioning and procurement process is not difficult and can make a tangible difference to people in

the community, to service delivery and to the Council's (and partners) spending outcomes as a whole.

1.8 Torbay Council intends to demonstrate further commitment to the principles set out in the Act by going beyond the Act's requirements and implementing this policy into all aspects of its commercial and procurement activity where it is practicable to do so. In doing this, both the detail and spirit of the Act can be delivered in all council commercial and procurement activity.

2. Options under consideration

- Whilst the Social Value Act requires the Local Authority to consider: "(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.". The Act does not prescribe what form this consideration might take or how the procurement process should be adapted to incorporate social value.
- 2.2 The policy has been drafted with two key priorities in mind. Firstly to ensure adherence to the legislation in relation to Social Value within procurements and secondly to support delivery of the Corporate and Community Plan by maximising the potential benefits to Torbay in relation to Social Value and Community Wealth Building.
- 2.3 It is with these priorities in mind that the policy includes the following features:
 - The use of nationally recognised Themes and Outcomes Measures (TOM's) to measure Social Value contributions.
 - The alignment of TOM's with the Community & Corporate Plan 2019-2023 to support bidders in understanding 'what matters most to Torbay' – The Social Value Framework.
 - The importance of considering and including Social Value in any activities that will result in a procurement over the value of £50,000.
 - A commitment to a minimum 10% scoring value on any procurements over the value of £50,000.
 - The process for weighting and scoring Social Value as part of the procurement process (including priority weightings where risks of modern slavery or significant climate impact are identified).
 - The responsibility of contract managers to monitor and report on social value outcomes.
- 2.4 It is becoming common practice in public sector procurement to allocate a minimum 10% scoring allocation to Social Value. For Central Government procurements it is now a requirement.
- 2.5 As long as the Social Value Policy Implementation Business case recommendations can be actioned then there is capacity and resource to implement this policy and maximise the realisation of Social Value benefits from Torbay Council procurement spend to support the wider benefits to our Community. The overall benefit of this is the increased contribution of Community Wealth and long term sustained economic growth in Torbay.

3. Financial Opportunities and Implications

3.1 Financial Opportunity

Information provided by the Social Value Portal UK (providing support system for Social Value for over 75 Local Authorities) shows a 25% overall return in Social Value for all of the activity it supports through their portal. If we were able to achieve a 5% return, based on last year's procurement activity this would equate to £2,850,000 additional social value benefit to Torbay's economy from our spend. A 1% return would equate to £570,000. It may be desirable in our implementation plan to set a five-year growth target in relation to benefit realisation from our procurement spend. E.g.

Year	Social Value Benefit Realisation Target	Estimated contribution to Torbay (based on 2019/20 spend).
2021- 2022	1%	£570,000
2022 – 2023	3%	£1,710,000
2023 – 2024	5%	£2,850,000
2024- 2025	10%	£5,700,000
2025-2026	20%	£11,400,000

Whist there are financial benefits to Torbay from implementation of this policy it is essential we acknowledge that the benefits and focus must be wider than what can be measured in financial terms. At its heart securing Social Value through our procurement activity is about contributing to the Social, Environmental and Economic wellbeing of Torbay – which may be measured in qualitative as well as quantitative terms. It is important that there is a focus on the sustainability and positivity of any social value benefits realised (and not a purely financial focus).

3.2 Financial Implications

It is essential that we are able to accurately capture, monitor and report on the social value achieved through our contracts. This is a complex area for both council officers and suppliers to navigate and consequently there are resource and financial implications associated with the implementation of this policy if we are to be able to fully understand the benefits achieved for our residents and the community and also to comply with upcoming changes in procurement legislation. These have been considered within a Social Value Policy Implementation Business case which is currently with the Director of Finance for approval. This business case can be seen in Appendix 3.

3.3 If the business case cannot be implemented then a review of the requirements and expectations set out in this policy will be required and it should be noted there may be an impact on the Council's ability to meet new regulatory reporting and transparency requirements when these become known.

4. Legal Implications

4.1 This policy seeks to ensure that we are better able to demonstrate our adherence through a more robust and transparent process to the Public Services (Social Value) Act 2012.

5. Engagement and Consultation

- 5.1 Engagement has been undertaken by the Procurement, Commissioning & Contract Management team through:
 - Direct meetings with Chief Executive, Climate Emergency Officer and Torbay Development Agency
 - Online Consultation with internal and external stakeholders.
- 5.2 A summary of the feedback and actions taken as a result of this consultation can be found in Appendix 2: Social Value Consultation Feedback April 2021.
- 5.3 Key changes made to the policy as a result of the consultation include:
 - Stronger links between the Social Value Procurement Policy and the Community Wealth Building Programme.
 - Priority weighting to be allocated to procurements assessed as having a negative environmental impact.
 - Separate training, workshops, guides and resources to be provided for officers and bidders as part of the implementation plan.
 - The addition of a Key Objective in relation to Social Value commitments that will support the Council in its Corporate Parenting role.
- 5.4 Due to the extensive consultation already undertaken by the Council on the development of the Community & Corporate Plan which sets out the priorities and ambitions for Torbay, limited consultation was undertaken on the formation of the Themes and Objectives contained within the 'Social Value Framework'. The consultation on the draft policy has identified the need to look further at prioritising the themes, outcomes and measures included potentially we may need to reduce the number included and alter some measures to meet our local priorities. Further consultation and engagement will be undertaken as part of the implementation of this policy in refining and finalising the Social Value Framework. As this framework sits as an appendix to the policy this should not prevent adoption of the Policy.

6. Purchasing or Hiring of Goods and/or Services

6.1 Not applicable – this policy will make it clearer what responsibilities and processes officers must follow in future in considering and incorporating Social Value into the procurement of goods, works and services.

7. Tackling Climate Change

- 7.1 This policy has been fully consulted on with the Climate Emergency Officer due to the positive contribution its implementation may have in the delivery of our climate plans.
- 7.2 The policy now includes a requirement for Climate themes and objectives to be priority weighted where a procurement has been assessed as having a negative environmental impact. This means that social value submission submitted aimed at

- addressing environmental and climate issues will receive a higher weighting in the scoring of the submission.
- 7.3 Further work will be undertaken in the finalisation of the Social Value Framework in ensuring that the Themes, Outcomes and Measures included maximise the positive contribution this policy can make to tackling climate change in Torbay.

8. Associated Risks

Risk/Concern Identified	Potential Impact (positive & Negative)	Mitigation Actions
Not implementing a Social Value Policy	Continued inconsistent inclusion of Social Value requirements within our Commissioning and procurement processes Not taking action to maximise the potential additional benefits to Torbay from our procurement spend. Lack of information on Social Value within the organisation to inform strategic decision making. Risk that we will not be complying with current and future legislation obligations.	Adoption of the policy
Mandated 10% scoring allocation will discourage the market from submitting tenders	Potential reduction in submissions from some market sectors	Consultation feedback from external stakeholders did not identify any concerns with 10% allocation. 10% is becoming common practice in public sector procurements Training, support and guidance to be provided to staff and bidders in understanding the benefits and practicalities of incorporating this into procurement exercises. Adoption of a practice to include the market in determining and identifying potential Social Value benefits within pre-procurement market engagement activities to be implemented by PCMC team.
That this policy will exclude VCSE and SME's from engaging in procurement opportunities	That it will make the process too complicated for this sector to engage in procurements.	Research has identified that VCSE and SME's are often best placed to deliver excellent Social Value. Workshops, training and guidance to be included in the implementation plan for this policy specifically for this group. Wider piece of work to be undertaken to consider How we can improve our commissioning

		and procurement approaches to further engage and maximise opportunities for VCSE and SME's in Torbay.
Insufficient resource and/or capacity to implement policy.	That we are unable to fully implement the policy and maximise the potential benefit realisation from this policy	Social Value Policy implementation Business case formulated and submitted to Director of Finance – recommended engagement of the Social Value Portal UK to provide capacity, skills and expertise required.



Social Value Procurement Policy

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This document can be made available in other languages and formats. For more information please contact procurement.team@torbay.gov.uk

Introduction

The Council recognises the important role it can play in enabling Social Value through its procurement activity. In 2019/2020 we spent approximately £57 million via our procurement activity. Through our approach to Social Value, we will integrate economic, environmental and social sustainability into our procurement processes.

As a Co-operative Council we are committed to the implementation and enhancement of the Innovation Networks principles. This includes the principle of maximising Social Value and working to ensure there are better tools to provide better local social and economic outcomes for Torbay and our network partners. This policy will set out the path for Social Value implementation in our procurement processes by Torbay Council.

'One Torbay: Working for all Torbay – Community and Corporate Plan 2019 -2023' outlines the ambition for Torbay and its residents to thrive.

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

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

This policy will contribute to our role as one of the anchor institutions in the Torbay Community Wealth Building (CWB) programme. Torbay Council has adopted the Community Wealth Building Approach as part of its Repositioning Plan to support the economic recovery to ensure an inclusive and sustainable long term economic growth by capitalising on the activity generated by the local anchor institutions. This programme looks at how we (and our partners) will work as organisations, from the goods that we buy, to the people that we employ, the assets we own, and the powers that we have, to bring about positive change and maximise the local economic opportunities.

Torbay are looking to build its economy by putting communities first and helping people to thrive by:

- Supporting good quality jobs with fair terms and conditions for local people
- Encouraging local spending
- Using land and property for the common good
- Supporting small businesses and social enterprises to grow
- Increasing investment within the local economy by harnessing and recirculating local wealth

This policy focuses on the Social Value we can accrue through our procurement activity only. It forms part of a wider programme of work (as part of the Community Wealth Building Programme) which will also look at the Social Impact we can achieve as both an employer and a partner with other local organisations.

Key features of the policy include:

- The use of nationally recognised Themes and Outcomes Measures (TOM's) to measure Social Value contributions.
- The alignment of TOM's with the Community & Corporate Plan 2019-2023 to support bidders in understanding 'what matters most to Torbay'.
- The importance of considering and including Social Value in any activities that will result in a procurement over the value of £50,000.
- A commitment to a minimum 10% scoring value on any procurements over the value of £50,000.
- The process for weighting and scoring Social Value as part of the procurement process (including priority weightings where risks of modern slavery or significant climate impact are identified).
- The responsibility of contract managers to monitor and report on social value outcomes.

Background

The Public Services (Social Value) Act 2012 came into force in January 2013 cementing the responsibilities of a contracting authority (when procuring service contracts subject to public procurement regulations) to take into account the "economic, social and environmental wellbeing of the relevant area" in its procurement activity.

Whilst Torbay Council has undertaken its responsibilities under this legislation there has not been a consistent approach across the Council in how Social Value is secured, evaluated, monitored and measured. As such we have been unable to measure the impact of Social Value from our procurement activity to inform strategic planning nor have we been able to fully maximise the benefits to the community.

Torbay Council intends to demonstrate further commitment to the principles set out in the Act by going beyond the Act's requirements and implementing this policy into all aspects of its commercial and procurement activity where it is practicable to do so. In doing this, both the detail and spirit of the Act can be delivered in all council commercial and procurement activity.

Scope

This policy is intended for use by all officers who are involved in, or affected by, the Council's commissioning, procurement, and contract management activities, and includes all purchases made under the Council's Contract Procedure Rules and the Public Contracts Regulations 2019.

What is Social Value?

Social Value asks the question: "If £1 is spent on the delivery of services can that same £1 be used to also produce a wider benefit to the community?" This involves looking beyond the price of each individual contract and looking also at the collective benefit to the community.

Social Value is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves **value** for money on a whole life basis in terms of generating benefits not only to the organisation, but also to **society** and the economy, whilst minimising damage to the environment.

The Public Services (Social Value) Act 2012 states:

The Authority must consider:

- how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and
- how, in conducting the process of procurement, it might act with a view to securing that improvement.

In order to really deliver Social Value and have it fully embedded and considered, commissioners and other officers must move away from just considering the core service being delivered by a supplier to one that recognises the overall value of outcomes delivered.

Example - In a contract for building works we may ask bidders to show how they would Promote Local Skills & Employment. Contractors may, as part of their bid, make a commitment to recruiting at least 10% of new workers in the next 12 months from people who have been in long term unemployment. This is of no direct benefit to the bid for building works but is of added Social Value to Torbay.

Why is Torbay Council doing this?

The need for Local Authorities to use the money they spend to drive sustainability in the supply chain and build community wealth is increasing.

Requiring suppliers to deliver social benefits while they deliver the main element of their contract means that there is a magnified benefit for the Council and our Community. Torbay Council can make requests to all suppliers and challenge them on what they will provide on the issues that matter most to Torbay.

By putting Social Value and Impact at the heart of all we do we can ensure that all our procurement activity contributes to the social, economic and environmental wellbeing of Torbay. As a Council we have several priorities and responsibilities that this procurement policy will help to contribute to by maximising the value of the money we spend. This includes:

- Our corporate parenting role
- Climate policy and action plans
- Taking action to reduce and address Modern Slavery
- Contributing to the development and growth of Community Wealth in Torbay

Improving how we incorporate Social Value into our commissioning and procurement process is not difficult and can make a tangible difference to people in the community, to service delivery and to the Council's (and partners) spending outcomes as a whole.

Adoption of this policy can provide the following benefits:

- Encouraging a more diverse base of suppliers Promoting supplier diversity; including the participation of small and medium sized enterprises (SME's) and 3rd sector organisations, and local suppliers in general.
- Promoting fair employment practices Ensuring workforce equality and diversity within supply chains.
- Meeting targeted recruitment and training needs Offering a range of apprenticeship, training and skills development opportunities as well as employment opportunities.
- Community benefits Maximising opportunities for Torbay organisations to participate in the council's supply chains and encouraging all suppliers to make a social contribution to the local area which in turn will enhance our Community Wealth Building response as an Anchor Institution.
- Ethical sourcing practices Ensuring compliance with UK, EU and international standards, promoting fair trade and fair pricing policies, sourcing materials locally, tackling corruption, child labour, modern slavery, blacklisting of union members and similar social issues, protecting animal welfare; and
- Promoting greater environmental sustainability Minimising waste and pollution, supporting carbon reduction initiatives, improving energy efficiency and other sustainability programmes. Supporting the Council and Community to become Carbon Neutral by 2030.

Example - in Manchester their Social Value Programme delivered within 24 months (over 22 contracts worth £17m) a range of benefits including: Donation of money or goods to community organisations or projects worth £43,232, provision of pro-bono services to community organisations worth £17,855/600 hours and contributions to the wider economy including work placements, apprenticeships, training and incorporating social enterprises into the supply chain.

These additional benefits came to the area through no additional spend from the Council but by discharging their responsibilities to Social Value through money already being spent

How Social Value will be incorporated into procurements?

As a minimum, all procurements over £50,000 will be required to include Social Value metrics as a part of the scoring and evaluation process. However, wherever possible, procurements below this value should also seek Social Value benefits from contracts.

The standard weighting for Social Value will be a minimum 10% of the overall evaluation score and, where it is feasible, this may be higher.

The suggested weightings that we will apply to Social Value can be seen in the table below:

Evaluation	Where price is	Where quality of	Where Social Value
criteria	important	service is important	opportunity is high
Quality	35%	50-55%	40-45%
Price	50-55%	₱ age 78	40-45%

As you can see in the table, the standard tolerance for the weightings that will be attributable to Social Value is between 10% and 15% regardless of whether the emphasis is towards quality or price. However, where the Social Value opportunity is high (examples of this would be where there is very limited market differentiation between price/quality from providers, high value contracts, long term contracts or contracts that provide good opportunities for suppliers to provide Social Value) then the tolerance is then between 15% and 20%.

Consideration of Social Value should begin at the earliest stages of the commissioning/ procurement planning process. It should form an integral part of the planning process from project initiation. Support and guidance should be sought from the PCMC Team at the earliest stage of the process to support you with this.

Where projects are being jointly commissioned with other Authorities or public bodies the allocation of 10% will not be mandatory but we should strongly advocate for a minimum of 10% allocation to Social Value in the scoring. Negotiation with partners on Themes, Outcomes and Measures will be required and should stick to the spirit of the policy and framework in seeking to add Social Value to the local communities of all participating contracting authorities.

Measuring & Monitoring Social Value Impact

Measuring and monitoring delivery of Social Value accrued from our procurement activity consistently will enable us to be accountable to our community and help us build up a picture organisationally of our impact across Torbay. It will enable us to make the most difference to the lives of the people who live here.

The Public Services (Social Value) Act 2012 does not prescribe what form consideration of its requirements might take or how the procurement process should be adapted to incorporate social value. The key question with respect to social value in a procurement process (and contract/performance management, for that matter) is the same as it is for any other element, namely on what basis does the procuring or contracting party determine the most advantageous of the options presented and/or whether the option(s) available are better or worse than any given benchmark, or the outcomes originally promised or forecast?

In general terms, it is clear that comparability – and therefore some form of measurement system – are key to incorporating social value in procurement. For this reason, the adoption of a framework for measurement will be developed for use under this policy and in our commissioning and procurement processes.

The National Themes, Outcomes and Measures (TOMs) measuring tool developed by the Social Value Portal and endorsed by the Local Government Association will be used to capture Social Value offers from bidders participating in procurement processes to ensure offers can be evaluated in an open, fair and transparent way. A key benefit of a TOMs-based Social Value measurement system is that it comprises a series of objectively researched standalone measures.

To support bidders' understanding of 'what matters most to Torbay', the indicators outlined within TOMs will be aligned with the Council's priority areas identified within the Community and Corporate Plan. This will form our 'Social Value Framework' which will be regularly reviewed and updated to ensure it is relevant to local need (Draft attached in Appendix 1).

For some measures "proxy values1" will be utilised to measure in financial terms the added value to Torbay. Where available we will use national proxy values to measure Social Value impact and where possible develop localised proxy measures. Where proxy measure are not available we will use a count only record and measurement.

Once a procurement exercise is concluded, the responsibility for ensuring the committed Social Value benefits are actually delivered will fall to the officer(s) managing that individual contract.

It will be the responsibility of the contract manager to feedback data on all Social Value Outcomes within that contract to the Contract Management Team so these can be centrally recorded and monitored across the Local Authority. Reports on Social Value delivered will be included within the procurement, contract management and commissioning team's regular reporting to the Senior Leadership Team.

Priority Indicators

In order to maximise the social value contributions that will make the most difference to Torbay, up to three objectives can be selected for priority weighting during the procurement process. This means that submissions under these objectives will receive a priority weighting score in the evaluation. Officers/project teams will need to read through the objectives and the indicators which sit under them, to establish a maximum of the three most appropriate objectives for the project. The PCMC Team can support staff with this process.

In selecting priority objectives officers should take into consideration:

- Which elements of the Community & Corporate plan will your contract help deliver?
- Is there a natural alignment with any particular objectives or indicators with the contract?
- What are the biggest Social Value impact opportunities for Torbay from this particular market area?
- Can the market provide an indication of what priority objectives are most achievable within this area of the market? Consultation on this should be undertaken as part of market engagement activities.
- Consulting with other departments on potential priority objectives.

¹ By proxy value we mean an indirect value of the desired outcome which in itself is strongly correlated to that outcome

Mandatory priority weighting

Where a procurement is assessed as high risk for:

- Modern slavery (for example suppliers and their supply chains in construction, hospitality, manufacturing, or certain geographical locations)
- Negative Environmental Impact (for example large scale construction, manufacturing, hospitality, Retail)

an automatic priority weighting to relevant indicators will apply.

Your procurement officer will support you in assessing if this mandatory weighting will apply to your procurement.

Capital Builds / Regeneration Schemes

Torbay is looking to extract social value through its regeneration schemes, not only in the end outcome, but also throughout the construction process. Over the next seven years there is a planned regeneration programme of around £676M which is expected to be brought forwards.

Torbay Council will be developing Employment and Skills Plans (ESP) with each contractor to support, employ, and train local people within the construction sector – not only in the building trades, but also in the wider supply chain including engineering, design, and archaeology.

As part of the development of the ESPs specific cohorts and areas deprivation will be targeted and work placements, training and qualifications, and local employment opportunities created.

Submitting and Evaluating Social Value

Once the priority indicators have been identified (as outlined above), these indicators will then form the "Social Value Objectives" which will be referred to within the tender documents and will be the basis of what bidding organisations will submit their commitment against as part of their method statement response.

The suppliers will be asked to provide a Method Statement Response which will capture their commitment against our Social Value Objectives and will enable the project team to evaluate the response using 0 to 5 scoring methodology.

Within their submission, bidders will be asked to evidence (and will be scored against):

- How they will deliver against the objectives.
- How it will be achieved and when by.
- What tools they will use to gather data.
- How they will monitor the progress against their social value commitment(s).

Higher scoring will be awarded for submissions that are able within their evidence to demonstrate:

- Long term sustainability
- Long term positive social impact
- Direct impact within Torbay

Monitoring & Reporting Social Value

Once a contract has been awarded it will be the responsibility of the contract manager to ensure that monitoring and reporting of Social Value outcomes is included as part of the routine contract monitoring process.

The contract manager will be required to feedback information on Social Value on a quarterly basis to the central contract management team (contract.management@torbay.gov.uk) so that information on Social Value impact can be collated across the whole Local Authority. This information will be reported to the Senior Leadership Team as part of the Procurement, Contract Management & Commissioning (PCMC) Teams regular reporting process.

An annual Social Value Impact report will be produced by the PCMC team.

Routine and consistent reporting and review of our Social Value impact will contribute to and inform strategic development and decision making both within the Council and wider Community. The Council will put in place systems and processes to facilitate Social Value reporting and management by contract managers.

Support for officers

We will provide a series of workshops and guides for officers in implementing this policy including:

- Including Social Value consideration at the planning, sourcing and business case stage.
- Putting market engagement at the heart of everything we do and talking to our markets
 prior to procurements being issued this will help us understand what level of social value
 can be sustained and prepare the market for tender submission.

Support for Bidders

We will run a series of workshops for bidders to provide an overview of:

- What our expectations of the market are in relation to Social Value;
- Examples of Social Value in Contracts to demonstrate Social Value in practice;
- The chosen objectives;
- How the responses will be scored; and
- How the Social Value in the Contract will be monitored.

The information provided at the workshops will be made available for all future tenders to ensure that all bidders are receiving the same information on Social Value.

We will ensure there is a written 'Guide to Bidders' in relation to Social Value and how this will be implemented by Torbay Council in all future procurements.

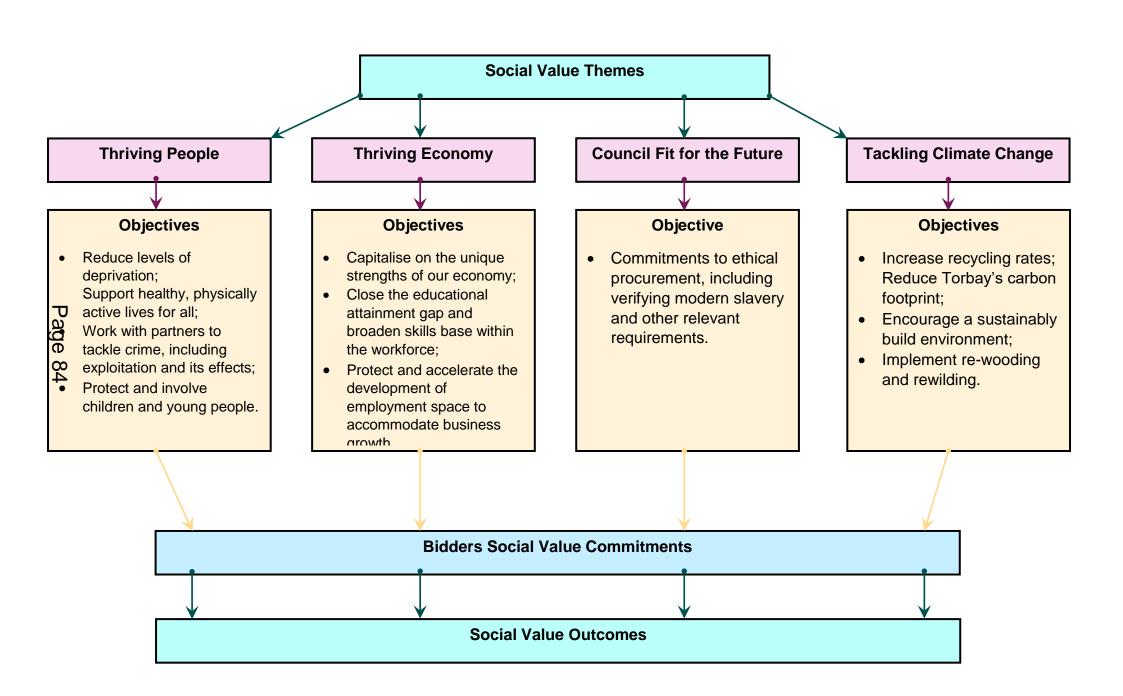
We will ensure that specific workshops are run for bidders from local SME's and VCSE's to ensure that the adoption of this Policy and associated processes does not cause any additional barriers to them bidding for and winning public sector corrected.

Review

Torbay Council will periodically review its Social Value Policy. In doing so, it will take account of any changes in legislation pertaining to the Public Services (Social Value Act) 2012, the Local Government Act, Public Contracts Regulations and any changes to the council's priorities.

This policy will be reviewed at minimum every three years.





TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

Object	tive: Reduce Levels of Deprivation
IT1	More employment opportunities for people who live in the local area
NT54	Retraining opportunities for workers from traditionally high carbon industries
IT2	Portion of local people employed in the local area
IT3	Employment opportunities for people who are long term unemployed
T4	Employment opportunities for young people (18-24) who are not in employment, education or training
IT5	Employment opportunities for people who are rehabilitating offenders
T6	Employment opportunities for people with disabilities
IT7	Support into work for unemployed people over 24 supported into work through the provision of career mentoring, including mock interviews, CV advice and careers guidance
T13	Opportunities for work placements that pay Minimum or National Living Wage according to eligibility – 6 weeks or more (internships)
T28	Donations or in-kind contributions to local community projects (£ and materials)
T29	Volunteering time dedicated to support local community projects
T30	Support provided to help local community draw up their Community Charter or Stakeholder Plan
T57	SMEs to provide their gender salary pay gap
Τ40	Commitment to reducing the gender pay gap within the workforce through a variety of initiatives
T41	Commitment of employees ensuring that their staff are paid at least the relevant Real Living Wage
T42	Contractors within the supply chain who are supported to paying their employees at least the Real Living Wage
T58	Contractors are supported to pay all employees who are on a renewed Contract or have been subject to TUPE the relevant Real Living Wage rate
Γ25	Initiatives to be taken to tackle homelessness
	Improve delivery, affordability, and quality of housing
ojec	tive: Support healthy, physically active lives for all
T20	Opportunities for employees to access wellbeing programmes, such as flexible working time arrangements and access to health and wellbeing resources
bjec	ctive: Reduce reliance on addictive substances
T26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcohol problems, drugs etc.) or wellbeing initiatives in the community, including physical activities for adults and children
bjec	tive: Promote good mental and physical health, reducing the occurrence of preventable illnesses
T27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
Г55	Opportunities for employees to access workplace screening and support for anxiety and depression
T39	Mental health campaigns to create community of acceptance, remove stigma around mental health in the workplace
IT56	Commitment by Contractor(s) and Sub-Contractor(s) to implement Thriving at Work mental health core and enhanced standards

TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

NT21	Equality, diversity and inclusion training provided for staff and supply chain staff			
Object	tive: Work with partners to tackle crime, including exploitation and its effects			
NT22	Commitments to ethical procurement, including to verify modern slavery and other relevant requirements			
NT43	To identify and manage the risks of modern slavery and other relevant requirements			
NT59	To undertake supply chain audits to identify and manage the risk of modern slavery occurring			
NT60	More opportunities to employ people in the supply chain who will be able to identify and manage the risk of modern slavery			
NT62	Commitment by Contractor(s) and Sub-Contractor(s) to implement initiatives to protect against cyber security risks in the delivery of the Contract and for training to be provided to			
	staff to help them identify and manage cyber security risks			
	Work with partners to tackle domestic abuse and sexual violence and its effects			
	Work with partners to reduce offending and reoffending and its impacts			
Object	tive: Protect and involve children and young people			
	We need to develop and agree these indicators (in further consultation with the Social Value Portal & local stakeholders)—we want to include TOM's that support the Local Authority			
	in its Corporate Parenting role for our cared for and care experienced children and young people – we will be looking at outcomes that provide support and opportunities for our			
	children & young people.			

_	or Conitalica on the unique strengths of our economy
	e: Capitalise on the unique strengths of our economy
	Commitments to ethical procurement, including to verify modern slavery and other relevant requirements
¥ ⁷⁴³	To identify and manage the risks of modern slavery and other relevant requirements
1 7759	To undertake supply chain audits to identify and manage the risk of modern slavery occurring
Priority C	Objective: Build community wealth
NT14	More business opportunities for Voluntary, Community and Social Enterprises (VCSEs)
NT15	Businesses using their expertise to support VCSEs and Small and Medium Enterprises (SMEs) pro bono (e.g. financial advice, legal advice, HR advice, HSE)
NT16	More equipment or resources donated to VCSEs (£ equivalent value)
NT18	More opportunities for local business
NT19	More opportunities for micro, small and medium enterprises
NT63	Initiatives to support rough sleepers through training for security and night staff to enable facilities spaces to open up after hours
Objectiv	e: Close the educational attainment gap and broaden the skills base within the workforce
NT50	Innovative measures to promote local skills and employment
NT7 (Career talks, curriculum support, literacy support, safety talks delivered to local schools and colleges
	Training opportunities leading to vocational qualifications (BTEC, City and Guilds, NVQ, HNC) to be supported by local employers
	Apprenticeship opportunities to be supported by local employers
NT11	Young people (under 24 years old) supported into work (e.g. CV advice, mock interviews, careers guidance)

TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

Support the creation of University College South Devon

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

NT51

Innovative measures to promote and support responsible businesses

COUNCIL FIT FOR THE FUTURE

NT22

Commitments to ethical procurement, including to verify modern slavery and other relevant requirements

TACKLI	NG CLIMATE CHANGE
Objectiv	re: Increase recycling rates
NT68	Increased percentage of plastic recycling rate
NT69	Dedicated support for micro, small and medium enterprises and voluntary, community or social enterprises to adopt circular economy solutions
NT70	The elimination of single-use plastic through reusable packaging solutions
O [71	The implementation of circular economy solutions through local partnerships
© T72	Increased hard to recycle waste diverted from landfill or incineration through specific recycling partnerships
Objectiv	re: Reduce Torbay's carbon footprint
€ [39	More use of sustainable energy sources in local industrial processes and business operations (e.g. renewable energy)
NT44	Commitment to achieve net zero carbon by 2030 with the inclusion of monitoring with specific milestones
NT64	Monetary contributions to offset equivalent tonnes of carbon where carbon cannot be reduced within the Contract's timeframe
NT45	To achieve a Carbon Certification
NT32	Less air pollution from transport through utilising cycle to work schemes and use of public transport etc.
NT33	More infrastructure for low or no emission vehicles (electric cars, hybrid cars, etc.)
NT65	Higher number of fleet or construction vehicles that comply with EURO 6 emission standards or is LEV
NT66	Monitoring fleet emissions as part of the contract
NT73	Increased number of contractors operating low or zero emission vehicles
NT48	Supply chain to achieve Carbon Certification
NT49	Requirements for suppliers to demonstrate climate change and carbon reduction training for all staff
NT53	Innovative measures to safeguard the environment and respond to the climate emergency.
Objectiv	re: Encourage a sustainably developed built environment
	Donations or investments attributable to the contract geared towards environmental and biodiversity conservation and towards sustainable management projects for both
NT67	marine and terrestrial ecosystems
	Address flood risks

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TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

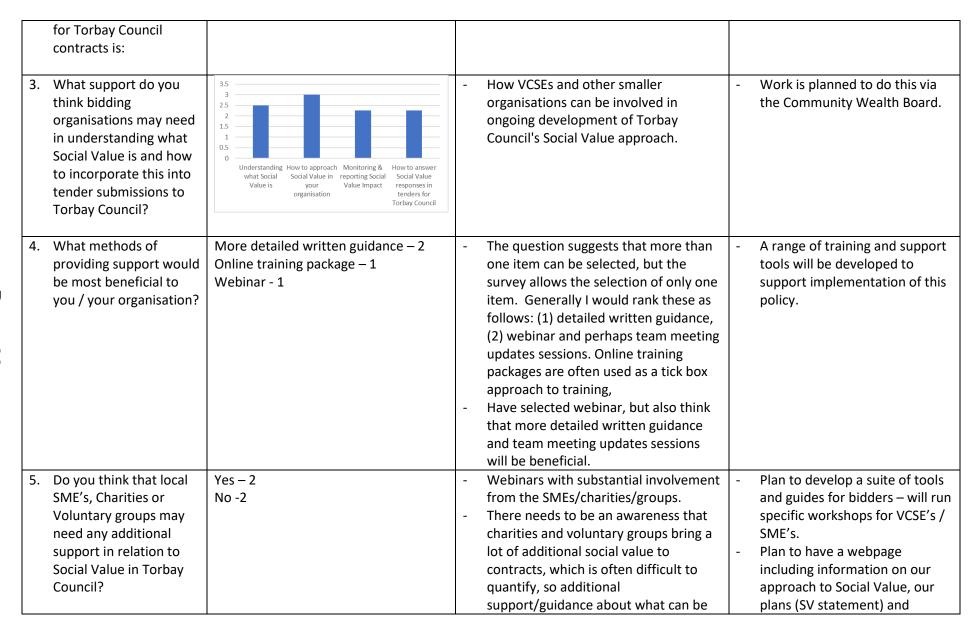
	Use technology to drive change		
Objectiv	Objective: Implement re-wooding and rewilding		
NT47	Donations or investments attributable to the contract geared towards expert designed sustainable reforestation or afforestation initiatives		
Objectiv	Objective: Improve communications and transport connectivity and sustainability		
NT46	Increased availability for employees to use corporate travel schemes such as subsidised public transport		
	Regenerate and re-invent our town centres		

		Torbay Cour	ncil Staff – Online Survey	
Que	estion	Response	Comments	Action
	Do you think the policy makes it clear what Torbay Council's commitment to Social Value is?	Yes – 4 Somewhat – 1 No -0	- I don't think that the community benefits, or benefits to Torbay residents, are laid out in a way that will feel "real" to people.	- We will work with commissioners and the market in ensuring the benefits to Torbay are laid out in a 'real' way – use of the Social Value Portal will assist with this.
	Do you think the policy makes clear what you will need to consider as part of any procurement process in relation to Social Value?	Yes – 3 Somewhat – 2 No -	- It seems complicated to explain and articulate to bidders.	 Use of the Social Value Portal will assist with this – they provide support to both the Council and bidders in understanding and using the bidding process Workshops and training will be provided to staff to ensure that understand how they integrate Social Value into their projects designs from inception to implementation.
	Do you perceive any challenges in adopting a minimum 10% score value for Social Value in your future procurements?	Yes – 3 No – 2	 concern about the relevant expertise required in certain areas of procurement potentially where services have limited reach into Torbay and operate remotely, the benefit they can offer might be less. Also where contracts are shared across geographical footprints or other sector providers, aligning social value polices might create differences in approach, intentions or thresholds/requirements. 	 10% is becoming a typical weighting for procurements across the Public Sector For central government procurements 10% minimum is mandatory Do not recommend changing this element of the policy. Exploring option of increased scoring where the benefit of the Social Value is direct to Torbay. Adjust policy so that where cocommissioning is occurring with

		- 10% is a significant chunk of the score if you are completing a complex tender with many elements. It might mean that you have to reduce the score apportioned to another important aspect of the tender.	other organisations there is flexibility in both the scoring and measurement used.
4. Do you think the information on selecting priority objectives and indicators is clear?	Yes – 3 Somewhat- 1 No – 1	 I think some practical examples of how the scoring is applied to each of the objectives would be helpful bring this 'to life' it's really hard to follow. I cannot see bidders being able to understand this which may detract from the quality of bids. It may even put some smaller and local, specialist providers off bidding altogether so could be counterproductive. 	 Need to ensure that in training to both officers and the market that we provide clear and transparent information on how priority indicators are selected. Encourage commissioners to engage the market in preprocurement activity around Social Value so they can contribute and be involved in determining priority indicators and what is achievable.
5. Are the ongoing responsibilities of contract managers to report on Social Value clear?	Yes – 2 Somewhat – 3 No – 0	 I think the challenge will embedding and robustly holding contract managers to account for something which may not be front and centre of their interest, expertise or centre of their focus will be the challenge. also reporting is one thing, taking action and understanding what and how to bring about a change in performance could well be another the quality of reporting is going to depend on how well the indicators have been put in place and explained from the start. 	 We will work across Commissioning, procurement and contract management to support staff in contract managing social value offers. Use of the Social Value Portal will greatly support the reporting and measurement from a contract management perspective.

6. What methods of training & support would help you in implementing this policy into your practice (prioritise 1, 2, 3 etc.).	4.5 3.5 2.5 1.5 0.5 0.5 Hebrid Hebri	- the training would be most beneficial as part of the pre-work for a procurement to ensure that it is fresh in the mind and there is an opportunity for questions and exploration about the as applicable to the task at hand rather than general	- A range of training methods will be used to support the implementation and ongoing management of this policy.
7. Are there any actions or proposals set out in this draft strategy that you believe may have an adverse impact on equality of opportunity or on good community relations?		 in appendices, NT26 uses the term 'alcoholism' which is a contested term and concept as well as potentially pejorative. alcohol problem would be preferable. I think this may deter SMEs and small local/specialist providers from engaging in procurement exercises, yet we are supposed to ensure that SMEs can bid. Furthermore it is the local small community organisations that are often best placed to deliver services to our communities - but are worst placed to be resourced or skilled sufficiently to respond to procurement opportunities. 	 To change terminology in NT26 VCSE and SME's are often more strongly able to demonstrate the added Social Value they are able to provide within the community as it is at the heart of what they do. Work will be undertaken to support these sectors in understanding our process within procurements. Work will be undertaken with the Community Development trust & Community Wealth Board to look at the wider role VCSE and SME's have in working in Social Value within Torbay.
		eholders – Online Survey	I
Question	Response	Comments	Action
Do you think the policy makes it clear what Torbay Council's commitment to Social Value is?	Yes – 2 Somewhat – 2 No -0	- The policy does not address procurement activity undertaken by the companies owned, in whole or part, by Torbay Council. The same policies should apply to the Torbay Development Association, Tor Vista,	- This policy will apply to any work undertaken by subsidiary companies on behalf of Torbay Council – It will not apply to private work undertaken by these companies.

2. Do you think that a	About right - 4	Swisco and any other companies owned, in whole or in part, by Torbay Council. It is also not clear where the destination of profits fits into this policy. A local company will be more likely to spend the profits in our area, thereby providing a social benefit through additional economic activity and the avoidance of draining money out of the local economy that occurs when profits go outside our area. I would argue that the local destination for profits should also be considered as social value. - It is clear around Torbay's expectations and commitments around Social Value. It would be helpful if there was more explanation around the method used to select suitable TOMs for each procurement exercise to ensure the social value expectations are appropriate and realistic. It would also be useful to provide further clarity on how social value will form part of contractual obligations going forward and any additional demands this may place on providers (e.g. whether nonattainment of social value targets will be deemed to be poor performance or lead to contract termination).	-	Ongoing work to be undertaken in considering effectiveness/ability to allocate a higher score where social value benefit is directly attributable to Torbay. Support and training will be provided to officers in understanding how to select and prioritise TOM's through their project (including how to engage the market with this).
minimum scoring value of 10% in evaluations	Too much - 0 Too little - 0			
or 10/0 in Evaluations	100 little 0		1	



6. Are there any actions or proposals set out in this draft strategy that you believe may have an adverse impact on equality of opportunity or on good community relations?	No	included in social value responses would be helpful. It would also be useful for Torbay Council to share news about ongoing developments and good practice around social value (particularly where the delivery partner is a SME, charity or voluntary group) for other organisations to learn from. No. With luck the policy will encourage businesses and groups to think more creatively about how they can have a positive impact on the community and the individuals in our community.	examples of Social Value in action will be included. - We think this will be the longterm impact of this policy too.
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Consultation feedback received directly:

Chief Executive

- How can we explicitly include in the social value consideration, support and opportunities specifically for our cared for and care experienced children and young people? It would be a really significant step in ensuring all parts of the Council contribute to our corporate parenting.
 - O Agreed this would be a great opportunity for bidders to work alongside us in providing support and opportunities for our cared for and care experienced children. We will explore this with the Social Value Portal to see if there are any National Themes, Outcomes and Measures we can utilise within our Framework. If not we will undertake some consultation and engagement work to include this within our Framework and work to develop appropriate and relevant measures that will be included.

Torbay Development Agency

- It would be helpful if it made reference to the Council's wider ambitions and other areas of related work such as their commitment to Community Wealth Building as part of the economic recovery and repositioning.

- We agree that this needs strengthening and will be updated in the final policy draft to make reference to the wider work being undertaken.
 We will also rename the policy to make it clearer that this policy only relates to procurement social value and does not cover the wider community wealth building programme within which this piece of work is situated.
- the policy is clear from a procurement perspective. It may be worthwhile noting what Torbay Council is looking to achieve from the Social Value policy and how it links to the Council's wider ambitions and delivery mechanism for supporting Community Wealth Building which is a key priority behind the development of a thriving economy. The policy could also reference employment and skills plans (ESP) for capital projects to show how Torbay Council will use capital programmes to create social value through work placements, apprenticeships, and local jobs for new entrants to the construction sector, number of training weeks, qualifications and/or short courses etc.
 - o Agreed we will add a specific reference in relation to Capital Build Projects and ESP's
- It clearly sets out the process and how to report. It would be beneficial to include why it is important to report back the social value impact and its
 importance to the Council.
 - o Agreed we will add stronger reference to this in the final draft.

Climate Emergency Officer

- Could we prioritise procurements that may have a negative environmental impact in the same way we prioritise high risk procurements for Modern Slavery?
 - Yes this would really help contribute to the Council's Climate Plans we will amend and include this in the final draft.
- The TOM's could be strengthened to cover currently missing really important elements that will help us achieve a carbon neutral Torbay by 2030. This includes: NT68 -widening waste to more than just plastic we are a zero waste to landfill authority we need to follow the waste hierarchy reduce, reuse, recycle. In RE39 we are missing reduce energy demand, improve energy efficiency and then source energy form low carbon/renewable sources. It is also missing use of sustainable materials/products. NT44 we need to alter terminology to Carbon Neutral (not net zero). NT45 We need to explore this in detail as we don't have an accredited scheme we will need evidence that offset has been used through a credible process. NT32 Need to broaden walking/car share/ bike share options too? Address flood risks need to ensure all services / good are also designed to ensure they are resilience to a changing climate i.e. heat waves, extreme weather events
 - o Agreed that these are really appropriate refinements to the Draft TOM's we will ensure to engage the Climate Officer when we finalise the framework with the Social Value Portal where there are not national TOM's that support these objectives we will develop localised outcomes and measures to ensure we maximise the social value contributions to Torbay's climate policy and plans.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 11 Appendix 3

Document is Restricted

Agenda Item 12 TORBAY COUNCIL

Meeting: Cabinet Date: 15 June 2021

Wards Affected: All

Report Title: Customer Relationship Management System

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

Director/Assistant Director Contact Details: Anne-Marie Bond, Chief Executive <u>anne-marie.bond@torbay.gov.uk</u> & Matthew Fairclough-Kay, Interim Assistant Director of Corporate Services <u>matt.fairclough-kay@torbay.gov.uk</u>

1. Purpose of Report

- 1.1 This report is presented to consider a proposal to appoint Civica as the preferred supplier for the new Customer Relationship Management (CRM) and allocate the budget accordingly to implement and maintain the new system.
- 1.2 A detailed business case has been created setting out how this will be achieved and the options considered.
- 2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive by having a Council fit for the future - The proposal set out within this report, and the associated business case help us to deliver this ambition.

- 2.1.1 Torbay Council, like other councils, continues to face the ongoing challenge of austerity and is rapidly realising that the opportunities for making savings are diminishing. In parallel to this, the Council is continuing its 'recovery programme' in response to the Covid-19 pandemic with the aim of ensuring our community, in its widest sense, is strengthened following this emergency.
- 2.1.2 Within this context, the Council needs to consider bigger and bolder transformation opportunities that build a sustainable operating model for the 21st century, post COVID-19 whilst also delivering a range of financial and non-financial benefits.
- 2.1.3 As such the Councils transformation plan (approved at Cabinet in September 2020) sets out how we will bring a coherent, joined-up approach to change, that meets the council's priorities as set out our Community and Corporate Plan, and will support the delivery of financial targets in the Medium Term Resource Plan this programme is called the 'Council Redesign Programme'. The main objective of the Council Redesign Programme is as follows:

To modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient council fit for the future.

- 2.1.4 The focus of the 'Our Organisation Project', which is part of the Council Redesign Programme, is to "put our customers at the centre of our organisation." It aims to:
 - Provide an effective, efficient and responsive gateway to Council services and external services:
 - Streamline and standardise the processes by which the Council delivers cost effective services, becoming digital by default;
 - Define the services that the Council provides, and those which is does not; empowering and enabling residents, businesses and communities to act;
 - Ensure an appropriate focus on performance and risk management across the organisation.
- 2.2.1 A CRM system is an effective and efficient tool that provides an interface with its customers across several delivery channels (face to face, telephone, internet websites, texting and emails).
- 2.2.2 The Council has an existing partial CRM system although it has been identified that this is not fit for purpose.
- 2.2.3 To enable us to achieve the aims listed above, it has been identified the Council needs a new CRM system. Post approval to proceed to the preferred supplier stage of procurement, we are now at a point where a decision is required to move beyond this stage and start detailed discussions with Civica to start implementation.
- 2.2.4 As such it is recommended that the Council appoints Civica as the preferred supplier for the new Customer Relationship Management (CRM) and allocates the budget accordingly to implement and maintain the new system.

3. Recommendation(s) / Proposed Decision

1. That Cabinet approves Civica as the preferred supplier;

That Cabinet recommends to Council:

- that £400,000 from the 2020/21 council underspend is allocated to the project for implementation costs; and
- That Council notes that the profiling of spend over future years will be confirmed with the supplier once appointed and that the Council's future year budget proposals will need to reflect the additional costs of the new system. This depends on our ability to terminate other contracts and their ability to provide support, both of which require dovetailing. Current cost detail is contained within the relevant sections of business case at Appendix 1.

Appendices

Appendix 1: Customer Relationship Management Business Case.

Background Documents

N/A

Supporting Information

1. Introduction

- 1.1 'Customer relationship management' involves dealing with queries, complaints and specific requests and demands, with accurate information. To support this a CRM system can be used as an effective and efficient interface with its customers across several delivery channels (face to face, telephone, internet websites, texting and emails).
- 1.2 The council has an existing partial CRM system although it has been identified that this is not fit for purpose
- 1.3 It is proposed that the Council procures a new CRM system so that we can build a better picture of why customers contact us and improve service delivery.
- 1.4 As such a detailed business case has been attached at appendix one setting out what is currently provided, the strategic case for change, and the options considered.

2. Options under consideration

- 2.1 Two options have been considered within the business case summarised as follows;
 - 1. Option One Do Nothing
 - 2. Option Two Procure and Implement a new CRM system provided by Civica.

Please see appendix one for the details of each option.

3. Financial Opportunities and Implications

3.1 Please see the business case at appendix one for further details.

4. Legal Implications

4.1 N/A

5. Engagement and Consultation

5.1 Consultation with service users has been undertaken as part of the procurement process preparation.

6. Purchasing or Hiring of Goods and/or Services

6.1 If the proposal is approved then the Council will continue with the procurement following the appropriate procedure as outlined within the Directive (2014/24/EU) and implemented in the United Kingdom by The Public Contracts Regulations 2015 (SI

2015/102) for a long-term agreement to supply, implement and maintain a CRM system.

7. Tackling Climate Change

7.1 If the proposal to procure a new CRM system is approved it is expected that there will be less reliance on paper and printing following the system implementation. There is also likely to be a potential reduction in travel requirements for our customers resulting in an anticipated positive impact on climate change

8. Associated Risks

8.1 Please see Section 3.1 in the business case for the risks and mitigations.

Equality Impacts

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

	Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
Older or younger people			No differential impact
People with caring Responsibilities			No differential impact
People with a disability			No differential impact
Women or men			No differential impact
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)			No differential impact
Religion or belief (including lack of belief)			No differential impact
People who are lesbian, gay or bisexual			No differential impact
People who are transgendered			No differential impact
People who are in a marriage or civil partnership			No differential impact
Women who are pregnant / on maternity leave			No differential impact

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		Socio-economic impacts (Including impact on child poverty issues and deprivation)	Less reliance on paper and printing, and also a potential reduction in travel requirements for our customers resulting in an anticipated positive impact on climate change.		
		Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	No differential impact		
,	10	Cumulative Council Impact (proposed changes elsewhere which might worsen the impacts identified above)	If the proposal to procure a new CRM system is approved then the cumulative impact to the council will be positive – the critical success factors will be as follows; Improved customer service and quality Service efficiencies and productivity improvements Cost reductions and savings		
	11.	Cumulative Community Impacts (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	No differential impact.		

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 12 Appendix 1

Document is Restricted

Agenda Item 13 **TORBAY** COUNCIL

Meeting: Cabinet Date: 15 June 2021

Wards Affected: All

Report Title: Community Safety - Update on Violence Against Women and Girls

Cabinet Member Contact Details: Councillor Carter, Cabinet Member for Corporate and

Community Services, Christine.carter@torbay.gov.uk

Director/Assistant Director Contact Details: Tara Harris, Assistant Director of

Community and Customer Services, tara.harris@torbay.gov.uk

1. Purpose of Report

- 1.1 In light of the issues arising from the murder of Sarah Everard, the Cabinet wanted to take the opportunity to review community safety within Torbay. At the Cabinet meeting on 23 March 2021 Members considered a report and requested that a further update be presented to Cabinet post the Community Safety Partnership meeting on 29 April 2021.
- 1.2 Appendix 1 provides the update and considerations of the Community Safety Partnership.

2. Reason for Proposal and its benefits

We want Torbay and its residents to thrive.

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

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

2.1 The proposals in this report help us to develop and deliver this ambition by creating a safe environment and enabling those who experience sexual and domestic violence to receive the help they need, when they need it.

The report highlights work being undertaken under the direction of the Community Safety Partnership and by Torbay Council's Safer Communities team. Also mentioning the ongoing work within the street lighting infrastructure by the Natural Environment and Highways Teams.

An ongoing programme of work continues to review street lighting outages across Torbay whether on our highways or parks, promenades and green spaces. Lights and or cables are being replaced to ensure the infrastructure works effectively.

Parks Lighting Update

Works have been ordered to address the areas where enquiries and complaints were highest. This work has been completed in the main but await a Western Power repairs at Torwood Gardens and Preston Promenade. For information these areas are:

- Paignton Seafront
- Torwood Gardens
- Victoria Park
- Preston Promenade

SwisCo are now working with SSE and taking a more systematic approach with biannual scouting and repairs. SwisCo will respond to faults when reported by the public but there is often a longer than ideal repair time due to capacity and condition of infrastructure. Alongside this approach there is investment at Upton Park and Young's Park which will see improved lighting. There is also investment in decorative lighting at Torquay and Paignton Seafront. The priority currently is to address faults with the current infrastructure.

Highway Street Lighting Update

Introduction of additional areas of 'all night' lighting with the introduction of dimmable LED streetlights. Whilst some 70% of our inventory now use LED lights, the remainder are being upgraded to this, as and when outages occur on the older lamps. These are in residential areas, where currently 'part night' lighting with the lamps being turned off from 0030hrs until 0530hrs throughout the winter months and from 0130hrs in summer has been adopted.

Eventually, a programme of bulk replacement will be investigated, but currently there is an obligation to concentrate on renewing overaged lamp columns.

Unfortunately Torbay's Safer Streets bid was not successful and nor were the vast majority of secondary bids across the country, so will not be able to implement the range of interventions and infrastructure improvements as hoped. We are currently reviewing the Safer Streets round 3 details to see what opportunity may present for us to apply for.

Whilst there are ongoing activities around awareness raising and workforce development, a lot of work is being undertaken to inform a new strategy or strategies for domestic abuse and sexual violence. The strategic review is being undertaken due to progress made since the advent of the 2018 – 22 DASV Strategy. The detail of an action plan will accompany this work being undertaken throughout 2021.

We are considerate of taking preventative messages into schools, but work in this sphere is still to be scoped and no detailed plans developed yet. DASV is included within schools' PSHE programme but there is no consistency across Torbay as regards content due to each school being responsible for its own approach to these

themes. How we engage with schools and young people will be picked up within our strategic review.

The instance of violence against men has not been a part of this update. It is however featured within our DASV work and male survivors of childhood sexual abuse were spoken to as part of the sexual violence work conducted over the last 6 months. Whereas there may be gendered experiences, prevalence and approaches to this work, we are keen not to exclude any persons from help who may have suffered various forms of violence.

Supplementary to the report we can confirm that we have been successful in the request for MOJ monies within an OPCC led peninsular bid for IDVAs and ISVAs. Consequently we are now seeking to recruit 3 new IDVA posts on 2 year contracts – one to work specifically with LGBTQ community (in conjunction with Intercom Trust), one in our sexual health services and one attached to courts.

2.2 The reasons for the decision are to ensure that Torbay is a safe place where the residents feel able to live their lives without fear of violence.

3. Recommendation(s) / Proposed Decision

 That contents of the report are noted and future updates requested to monitor progress.

Appendices

Appendix 1: Safer Communities Torbay - Community Safety – Update on Violence Against Women and Girls

Torbay

Community Safety - Update on Violence Against Women and Girls

1. Introduction:

This paper provides a brief overview of the work undertaken to date across Community Safety and what work is planned moving forward.

2. Safer Streets:

At time of writing we still have not heard if our bid for the Safer Streets fund has been successful, we are told that notification should still be by the end of May 2021.

On Monday 24th May 2021 the 3rd round of Safer Streets funding will be launched, with a particular focus on areas of concern to women and girls. If Torbay is not successful within our application for the 2nd round of funding, we shall seek to submit an application within this 3rd round if eligible.

This work would seek to enhance our CCTV / street light infrastructure and complement the ongoing work by Kevin Mowat's teams in this area.

3. Current activity in relation to sexual/domestic violence against women

STP - Whole Systems for Whole People project:

Two workshops were held on 6th and 12th May entitled "Co-designing a radically improved response to sexual violence and abuse in Devon" (inclusive of Torbay and Plymouth). The events were supported by Dame Suzi Leather and brought together a range of interested parties from across the system, including third sector representatives and experts by lived experience. The culmination of 6 months' work was presented to the collected bodies that detailed evidence gathered and the voices of 16 individuals with lived experience of sexual abuse and their attempts to navigate the system for help.

Attached to this report is the Call to Action that was circulated to participants, within it is an overview of the evidence collated throughout the project. As well as commenting on the sheer prevalence of sexual violence, this has also identified numerous ways in which survivors struggle to find the support they need within the system (and how traumatic this experience can be) and how poorly the Criminal Justice System responds to sexual violence. What is very apparent is the scale of the issue and how the experiences surface within all areas of the system – hence it being everybody's responsibility to address.

Following these events we are finalising a Theory of Change, collating a summary of ideas generated through the workshops and considering examples of good practice elsewhere. People will then be invited to reconvene in late June / early July to plan action against the learning going forward. Learning from this project will be incorporated into a sexual violence strategy.

In the meantime we, with our partners across Devon and Plymouth, have the opportunity to apply for £600 – 650k NHS funding to become one of a few Pathfinder areas across the country to explore and test new ways of responding to sexual violence. We are in the very early stages of discussions but Torbay has offered to lead the bid to show commitment to and leadership in this important area of work.

4. Understanding the local experience of Domestic Abuse and Sexual Violence and Strategy Development:

Safer Communities conducted a confidential online survey on Are You OK asking for those who have experienced domestic abuse and or sexual violence to respond, and which will help us understand an individual's experiences, especially around help and support. The final analysis of the data collected should be completed by July.

To assist with our statutory responsibilities to meet the safe accommodation duty and produce a DA needs assessment as per the DA Act, we have commissioned an organisation to produce this work for us and also include a wider DA assessment that will be used to inform the development of a new Strategy. This work will commence end of May / first week of June 2021 and conclude September of this year.

Planning has started around a piece of work to engage and listen to the voices of Children and Young People to help better understand the wants, needs, experiences and influences on young people when it comes to relationships. The main areas of exploration will be around domestic abuse, sexual violence, sexual health, positive relationships, consent and more. This is being done following growing evidence coming to light that highlights how many young people experience violence and abuse from a young age and how normalised patterns of behaviour can be for some. There appears to be many possible contributory factors such as patriarchy, prevalence and accessibility of pornography, parental influences to reference a few.

5. Prevention:

The newly established Youth Crime Prevention Group has a focus on preventing young people from becoming involved in crime and becoming victims of crime. It is currently working on developing an approach to Harmful Sexual Behaviours as one of the initial areas of work. This is still in development but an agreed priority amongst the group.

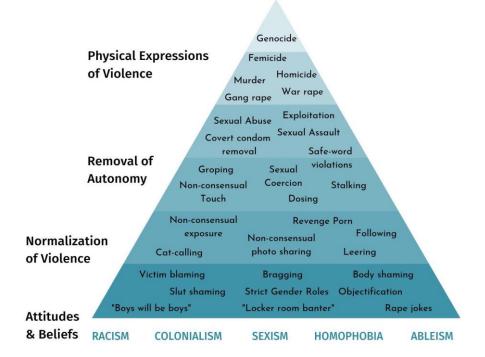
6. Relating to the murder of Sarah Everard

The above activity all relate to issues that have been highlighted by the murder of Sarah Everard, that violence against women and girls is all too prevalent and within Torbay too. We are committed to a wide range activity that goes beyond short term projects and looks deeper into the factors that create and sustain violence against women and girls. The volume and depth of the work being undertaken will create a stronger and more robust strategic approach to our collective efforts in this area.

We have again included the image below that was produced by the University of Alberta's Sexual Assault Centre, it serves to show the nature of contributory actions and attitudes that

underpin the more extreme acts of violence in the upper part of the triangle. Whereas it focuses on sexual violence and these discussions are not limited to it, the graphic is included to demonstrate the levels at which we need to consider working and where our efforts are best placed.

Pyramid of Sexual Violence





David Parsons

Community Safety

May 2021

Tackling sexual violence and abuse in Devon

A call to action

April/May 2021



"If the government knew the true cost of sexual violence in the many troubled adults using drugs and alcohol, who are homeless, who have so many chronic physical health problems, they would not tolerate it. The government needs to understand the cost implications of not doing anything."

(Denise, Survivor from Devon)



We're impatient for change. We know you are too.

Sexual violence and abuse (SVA) are profoundly damaging experiences with negative effects that can be felt across lifetimes and generations.

Over the past six months, the Sexual Violence and Abuse Action Group has been working with partners and collaborators from across sectors, services and communities in Devon to bring SVA out of the shadows and to start a system-wide conversation about change.

We must find new ways of responding to this complex and important challenge, which has far-reaching personal, familial, community and wider societal consequences.

We need to do this work together across organisational and sectoral boundaries and partnering with communities. Joining up our energy and expertise under a sharper sense of shared purpose, we must be bold and creative in our thinking and try new and different things.

We invite you to take a look at some of the insights and evidence that are pre-occupying us and spurring us on. We can't wait for you to add your own knowledge and perspective to this emerging case for change.

Thank you for coming with us on this important journey.

What is sexual violence and abuse?

SVA involves a range of offences or circumstances where offences may occur including (but not restricted to): sexual harassment, sexual assualt, rape, sexual acts involving a child, forced marriage, honour-based violence, female genital mutilation, human trafficking, sexual exploitation and ritual abuse; or any unwanted sexual activity with someone without their consent or agreement.

SVA can happen to anyone: men, women and children; at any age, and may be a one-off event or happen repeatedly.

some cases, SVA can involve the use of technology such as the internet or social media which may be associated with grooming, online sexual harassment and trolling.

Definition adapted from NHS England, Strategic Direction for Sexual Assault and Abuse Services -Lifelong Care for Victims and Survivors: 2018 -2023.



A complex problem that needs a 'whole system' response

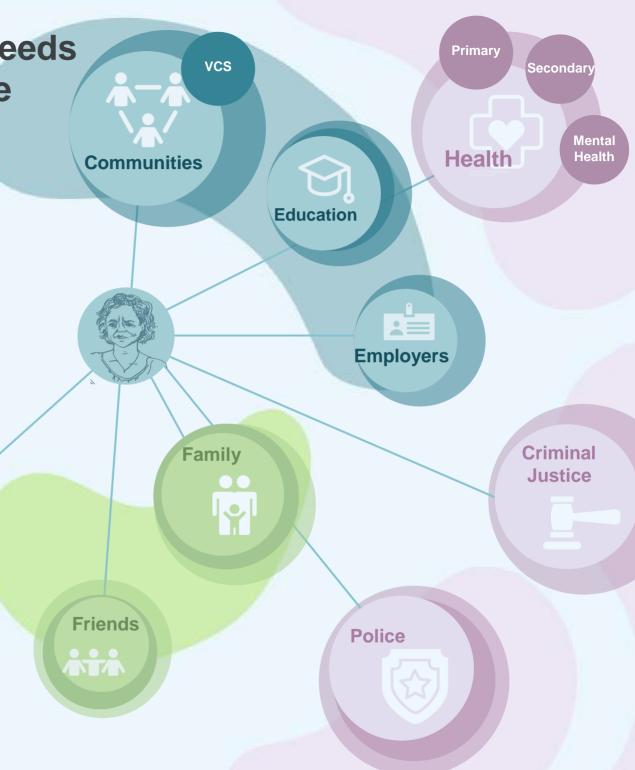
Tackling SVA is an issue that we all care about. Most of us know people who are affected, or we are those people ourselves.

But it can be hard to see where much-needed change might come from. No single agency is responsible for tackling SVA or supporting those who are harmed by it, but lots of us are trying to support those who are suffering.

Our current system of support is fragmented and confusing to those seeking help. Despite our best efforts, we are only supporting a fraction of the people who are suffering.

This is why we need a system-wide conversation. We must work more powerfully together towards a better response.





Our work so far...listening, learning and mobilising a movement

Building a Case for Change October 2020 - April 2021

Since October 2020, we have been working together to understand:

- The nature and extent of the problem of SVA
- The current system of support and what it's like to seek help in Devon
- Promising new practice and opportunities for doing better

We have been gathering insight, evidence and ideas from a wide range of sources, and engaging lots of different people in the conversation as we go.

October 2020



Laying the

groundwork and

testing the appetite

out to new people

and communities.

Planning for change





Exploring how this issue looks from for change, reaching different perspectives, speaking with a wide across organisations and diverse group of professionals and practitioners.

Listening to people's experiences

Leading in-depth conversations with 16 people about their experiences of seeking help for SVA in Devon.

Learning from the literature

Running a rapid literature review to explore the nature and extent of SVA and key barriers to help seeking.

Scanning the horizons

Unearthing inspiring and emerging practice locally, nationally and internationally.

Designing a better future May 2021

Bringing together a wider group of supporters to:

- Develop and strengthen our case for change
- Explore and design how we want the future to be

April 2021



Workshop 1: 6/5/21 Vision and goal setting

Workshop 2: 12/5/21 Generating ideas and identifying opportunities

We will follow up these sessions with dedicated action planning with anyone who wants to join us.

We're deeply troubled by the prevalence of sexual violence

1 in 5 women have experienced sexual violence



(ONS, 2018)

In 2017/2018, 150,732 sexual offences were reported to police in England and Wales; 53,977 of which were pape.

In 36% of cases, the perpetrator was a partner or ex-partner

(ONS 2018)

1 in 20

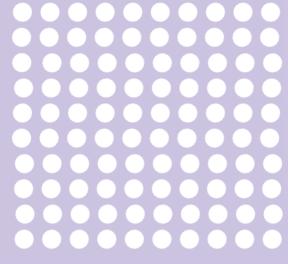
An estimated 1 in 20 children have been sexually abused and over 1/3 of police recorded offences are against children.

(NSPCC, 2021)

The CSEW estimates that

700,000 people

(this many dots x 700)



aged 16 to 59 years were victims of a sexual assault in 2017/18.

Approximately 4% of men have experienced some type of sexual assault after the age of 16.

(ONS, 2020)

This represents a 24% increase on the previous year for sexual offences, and 31% increase for rape.

These are the highest figures since records began despite most sexual offences not being formally reported via official channels.

(ONS 2018 and ELKIN 2018)

Of victims who experienced sexual assault by rape or penetration (including attempts) since the age of 16 years almost half (49%) had been a victim more than once



(ONS, 2020)

But the true extent of the problem is also much greater than we imagine

It's difficult to get an accurate measure of the nature and extent of the problem.

Statutory services often do not keep SVA data, so many commissioners assess local need using police data in isolation, despite the fact that most victim-survivors do not report to police.

Between Oct 2019 and Sept 2020, 2,914 sexual offences were reported to the police in Devon (incl. Torbay and Plymouth).

917 were reports of rape.

Over 30% of all sexual offences were 'historic' (there is a gap of over one year before reporting to the police).

(OPCC, 2020)

Given that only 10%-15% of sexual offences are reported to the police, it is likely that the actual number of incidents in Devon, Plymouth and Torbay for the year 2019/20 edged towards 30,000

The impact on people's lives is profound

Experiences of sexual violence and abuse can cause enormous harm to people.

Being a victim and survivor is associated with increased risk of adverse outcomes in all areas of life. Long-term longitudinal research with survivors of CSA also suggests that – in many cases – these adverse outcomes are not just experienced over the short and medium term following abuse, but instead can endure over apperson's lifetime.

Rates of self-harm are as high as 49% among adult victims and survivors of CSA in treatment.

The risk of victim-survivors attempting suicide can be as much as six times higher than the general population.

Physical health

Physical injuries, high BMI, problems related to childbirth, unexplained medical problems Emotional wellbeing, mental health and internalising behaviours

Emotional distress, trauma/PTSD, anxiety, depression, suicide and incerased risk of suicide

Vulnerability to re-victimisation

Sexual victimisation in childhood and adulthood, other types of victimisation



The Impacts of SVA

Externalising behaviours

Substance misuse, 'risky' and inappropriate sexual behaviours, offending

Socio-Economic

Lower educational attainment, higher unemployment, financial instability, homelesness

Interpersonal relationships

Reduced relationship satisfaction, issues with intimacy and parent-child relationships

Our commissioning system is fragmented and complex

Police and Crime Commissioning

Services for victims of crime including ISVAs (working closely with NHS commissioned SARCs)

Tier 4 Child and Adolescent Mental Health Services

> Sexual Assault Referral Centres (SARCs)

NHS England

Forensic medical exams, medical care and follow-up services in SARCs

The commissioners of services are varied, with a wide range of providers (including voluntary and third sector providers and private sector).

Funding comes through lots of different channels and mostly in short term, time limited grants.

Accounts from victim-survivors repeatedly point to the need for better collaboration and to integrate services across the health, care and justice sectors to ensure that transition from one service into another is streamlined. This includes support for substance use and mental health.

Some therapeutic services, including small third sector specialist services

Adult and Children's Safeguarding as part

of multi-agency

safeguarding

responsibilities

Page 168

"It's not a system, it's a series of largely unconnected things."

"We need significant change in the way we organise things. We need a clear and coherent commissioning framework for SVA."

(Commissioners)

Local **Authorities**

> Public Health - Sexual Health Services and other services used by people experiencing rape and sexual abuse

Mental Health and Improving Access to **Psychological** Therapies (IAPT)

> Clinical Commissioning

> > Services for Depression and PTSD

... with little investment in early engagement or prevention



There is a common understanding that 'genuine victims' will seek help the criminal justice system, but ...

Only a small portion of victim-survivors engage with the Criminal Justice System (CJS).

Evidence continues to point to the inadequacy of a CJS led response and failure to prosecute. Only 1.5% of rape cases reported to the police will end in a prosecution (Smith & Daly, 2020).

Research with victim-survivors indicate very low setisfaction levels (only 12% of victims feel that police investigations are fair and proportionate). (Smith & Daly, 2020).

The emphasis on a CJS response to SVA functions as a real barrier to help seeking for some victim-survivors.

Disclosure and identification of SVA often take place within a CJS setting, rather than within a service dedicated to the care and support of victim-survivors. So, while services are available through forensic or judicial processes, there may be little emotional or physical support in the longer-term/during the lifetime of victim-survivors.

The importance of different factors in not reporting SVA incident(s) to the police, from Rape Survivors and the Criminal Justice System (Poppleton & Molina, 2020)

Didn't think I would be believed (95%)

More important factors

Didn't feel it would be investigated, and/or prosecuted successfully because of my gender, sexuality or lifestyle (88%)

Ashamed or embarrassed, or didn't want others to know (92%)

Heard negative things about the police process (84%)

Feared the impact on my family (85%)

Feared the consequences for me and my life (88%)

Concerned about retaliation from the perpetrators or others (80%) Feared discrimination, racism, sexism and or bias (76%)

Just wanted to move on 86%)

of my family (69%)

Viewed the matter as too trivial to tell police (73%)

Confused or unsure about the criminal justice process (77%)

Didn't want the perpetrator to get in trouble (58%)

Past experience of discrimination, racism, sexism and/or bias (57%)

If you don't engage the police, where do you go for help? It can be hard to know where to start...

People seeking help through schools, GPs or trying to directly engage with specialist services often to struggle to connect with what they need.

They are often told there is nothing for them, that they don't 'fit' what the service provides or meet the thresholds. They sit on waiting lists and are bounced around the system.

epople with a history of SVA are also over-represented in drug and alcohol services, mental health services, prisons, hamelessness services. These services are mostly not set up to help people deal with their experiences, or the ongoing health and wellbeing impacts.

"I am articulate and confident, but I didn't know what to do or where to go for help." (Survivor - Devon)

"The GP referred me to this service. When I turned up I was told, 'We don't provide the specialist help you need. We have nothing for you." (Survivor - Devon)

"We work hard to enable people to share their experiences. That's incredibly hard for them to do ... and then there's nothing for them." (Commissioner - Devon)

"People are just recycled through the system. They develop physical problems, and GPs are trying to treat fibromyalgia and PTSD, but don't ask questions about sexual violence." (Provider - Devon)

"There are these unnatural thresholds: 'You're not damaged enough to access CAMHS'. And then we only see people in crisis when they've been labelled 'offender' or 'junky'." (Provider - Devon)

Many people will struggle ever to reach for help... This is especially true for some groups

Reasons include a concern that they will be believed by services, coupled with feelings of embarrassment, as well as concerns about how services might respond to, or understand specific gender identities and presentations.

"Our poor response is even poorer for some groups." (Commissioner -Devon)

Communities that experience racism

Services are typically not designed with these cohorts of people in mind and there is a lack of specialist knowledge and training and how to support people.

Services often view BAME women's experiences as uniform or solely linked to immigration, poverty or language resulting in discriminatory practice.

Language barriers and cultural factors (family, community) can prevent women from accessing support and creates a fear of disclosure.

Concerns around confidentiality are particularly prominent for these cohorts. Isolation impacts upon victim-survivor access to help.

Denial of SVA among some communities is also a contributing factor.

"I can not tell you how much safer I was having someone who understood my background."

(Victim-survivor, Thiara et al, 2015)

25%-50% of people with a learning disability have been sexually exploited.

(Withers & Morris, 2012).

People with a learning disability

People with a learning disability are more vulnerable to SVA.

Children with a learning disability face increased risk of SVA.

Communication barriers and inability to articulate experience, are worsened by power imbalances extant in services, and a lack of specialist training in services.

Evidence shows discriminatory treatment by the police when reporting does occur; people with a learning disability are routinely framed as 'incredible witnesses', dismissed or responsible for their own abuse.

Older adults (especially women)

The vast majority of older victim-survivors are women. The types and nature of SVA among older women are similar to younger women, but they are far less acknowledged.

Emotional challenges mirror those of other age groups (shame, fear, anxiety, self-blame) but are amplified for older adults due to cultural norms from earlier life which may inhibit disclosure. Stigma associated with sexuality in later life and nudity compound barriers for older adults.

The myth that rape is linked to sexual desire, combined with infantilisation of older adults, or belief that they are undesirable, present real barriers to disclosure and make it hard to for some victim-survivor to make sense of their experiences.

"She told me it was incredibly difficult at 70 years of age to accept that she had been raped for most of her married life ... She never thought swould need the services of a Rape Crisis Centre. She had an idea that only young women were raped and that they were raped by strangers." (Case study from, Scriver et al., 2013).

LGBTQ+ community

Services are not designed with these cohorts in mind. We anecdotally understand that people are more likely to seek help through support services aimed at this cohort, even if they are not set up to offer support for SVA.

"From us, they get a response that considers the complexity of their lives. For the really complex cases we pay for counsellors out of our hardship fund. We do the best that we can." (Provider - Devon)

Evidence suggests that gay and bisexual men are particularly vulnerable to SVA; in some cases gay men are discouraged from reporting SVA because they are from a sexual minority group.

Men

Male victim-survivors often struggle to see themselves reflected in services or are unable to locate professionals who will understand their experiences in a non-judgemental way.

Research indicates that dominant (hetero) gender and masculinities norms can render men less able to disclose or process SVA experiences (such as, only 'weak' men are raped).

Men are more likely than women to be subjected to institutional and clergy abuse as children, and prison-based sexual violence and coercive sex as adults.

"Victims should have a choice as to the gender of the person they deal with, especially when talking about sexual assault."

(Male victim-survivor, Hester et al., 2012)

People involved with commercialised sex practices

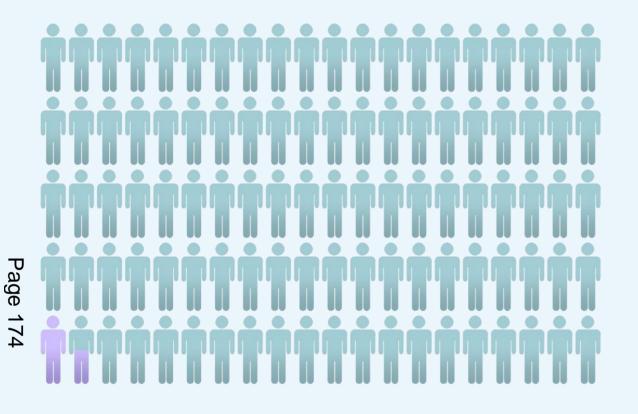
SVA experienced by those involved in commercial sex practices is unparalleled among other groups and is evidenced across countries worldwide, with transwomen at particularly high risk of DVA and SVA.

This cohort are often regarded as 'implausible' complainants by the police, particularly when coupled with notions of 'authentic' victimhood.

Between 50-100% of people involved in commercialised sex practices have experienced SVA.

(Campbell, 2016)

Levels of need eclipse our ability to respond



In 2016/17 in Devon we found we had specialist capacity to respond to the therapeutic needs of approx 1.5% of victims.

Based on 2015 population estimates and 2016 British Crime Rate victimisation rate of 3% (13,596 victims of SVA – 180 people receiving support).

Between 2017-18, 78,461 people used Rape Crisis services. At the end of that year, there were 6,355 victims on Rape Crisis waiting lists, and the wait for counselling ranged from three to 14 months.

(RAPE CRISIS COMMISSIONING LANDSCAPE SURVEY FOR THE APPG, 2018)

"We have to be careful about our messaging to people, because we can't cope with the levels of need, and I personally think it's worse to get people's hopes up, and then not be able to work with them." (Provider-Devon)

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What to expect when we next meet...

We look forward to working with you and a diverse group of people to design a stronger 'whole system' response to SVA in Devon.

Workshop 1. Vision and goal setting

We will be listening to stories of lived experience of SVA in Devon and taking a deep dive into the evidence around the scale and impact of SVA nationally and locally. This will help us to really understand what needs to change and what we want to be different in the future.

Reflection:

- How does what you've read here make you feel?
- What issues does it raise for you?
- What additional insight and evidence is also important from your perspective?

Come prepared to:

- Engage with a complex problem that requires
 fresh thinking. Be prepared to share your wisdom,
 consider other perspectives and explore new creative
 possibilities with colleagues.
- Participate actively and work collaboratively. We hope you'll be energised by the opportunity to think and work with colleagues, empowered by a sense of collective purpose and your own agency.
- Help us to create a safe and honest space for listening and learning. We need to look after ourselves and each other as we tackle a difficult topic. We are sending some additional advice about looking after yourself and others through this work.

"All of us have a part to play. We need to learn to be people who know how to give good support, to be in those difficult conversations and signpost and talk about options. We need to inspire people too. We can be more caring and supportive. The question

is, what kind of people do we want to be?"

(Catherine, Survivor from Devon)

Our work has just started. We look forward to seeing you in May

A note on sources of evidence:

We are grateful to our partners *Research in Practice* (RiP) who conducted a rapid review of published data and evidence to inform this work. We have drawn from this in our Call to Action. Should you like to read **RiP's full presentation** and consider their bibliography in detail, please follow the links.

We have also drawn from our professional interviews, lived experience conversations and other sources of data to develop our thinking. We are thankful to everybody who has participated and shared their thinking and data.

Any inaccuracies in this document are likely to come from our curation and handling of the sources. We hope you'll help us resolve them, and add your own knowledge, data and ideas to the mix.

Innovation Unit Team

