

Monday, 17 May 2021

CABINET

A meeting of **Cabinet** will be held on **Tuesday, 25 May 2021** commencing at **5.30 pm**

The meeting will be held in the Assembly Room at Town Hall, Torquay 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/85069300155?pwd=MXdEUi8zZGpyOW1zMmIVcVhscWc0QT09>

Meeting ID: 850 6930 0155 Passcode: 997527

One tap mobile

+441314601196,,85069300155#,,,,*997527# United Kingdom

+442034815237,,85069300155#,,,,*997527# United Kingdom

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

Download this agenda via the free modern.gov app on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#). For information relating to this meeting or to request a copy in another format or language please contact:

Lisa Antrobus, Town Hall, Castle Circus, Torquay, TQ1 3DR

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

CABINET AGENDA

1. **Apologies**
To receive apologies for absence.
2. **Minutes** (Pages 5 - 27)
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 7 and 20 April 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. **English Riviera Events Strategy** (Pages 28 - 60)
To consider a report that seeks approval of the English Riviera Events Strategy.
8. **Turning the Tide on Poverty - Financial Issues** (Pages 61 - 64)
To consider a report that seeks funding and approval for three initiatives to support both community engagement, the council's green agenda and turning the tide on poverty.

9. **Council Business Plan 2021/2022** (Pages 65 - 99)
To consider a report that seeks approval of the Council Business Plan 2021/022.
10. **TorVista Business Plan** (Pages 100 - 153)
To consider a report that seeks approval of the TorVista Business Plan.
11. **Report of the Overview and Scrutiny Board - Torquay Town Deal and Paignton Future High Street** (Pages 154 - 158)
To consider the report of the Overview and Scrutiny Board on the Torquay Town Deal and Paignton Future High Street and formally respond to the recommendations contained within the submitted report.
12. **Urgent Cabinet Decision Taken by the Chief Executive** (Page 159)
To note the submitted report on and urgent Cabinet decision taken by the Chief Executive.

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 be 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 to 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

7 April 2021

-: Present :-

Councillor Steve Darling (Chairman)

Councillors Carter, Cowell, Long, Morey and Stockman

(Also in attendance: Councillors Barnby, Barrand, Brooks, Brown, Douglas-Dunbar, Kennedy, Barbara Lewis, Chris Lewis, Loxton, Mills, David Thomas and Jacqueline Thomas)

179. Apologies

An apology for absence was received from Councillor Law.

180. Matters for Consideration

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

181. 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 the item 7 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 182, the press and public were formally excluded from the meeting.

182. Possible Purchase of Care Home, Paignton

Chairman

Record of Decisions

Potential Purchase of a Care Home in Paignton

Decision Taker

Cabinet on 07 April 2021.

Decision

That the decision in respect of the potential purchase of a care home in Paignton, as set out in the Exempt Cabinet Minute 182, be approved.

Reason for the Decision

The proposals enable the Council to take a well-planned, fiscally responsible interventionist approach to the adult social care market in Torbay. Doing so reduces the cost and supply risks inherent in a purely market-led approach, allowing the local system to meet current and future demand with excellent services alongside creation of new jobs, support of local service industries and improvements to Torbay's caring economy.

Implementation

The decision in respect of the potential purchase of a care home in Paignton will come into force immediately as the decision maker has decided that any delay likely to be caused by the call-in process would prejudice the Council's interest. The Overview and Scrutiny Co-ordinator was consulted on 26 March 2021.

Information

The Cabinet considered the submitted exempt report on the potential purchase of a care home in Paignton which would facilitate the creation of 28 additional residential care beds with nursing capability for older people with complex care needs and dementia. The increasing demographic demand for such services are set out in Torbay Council's draft 2021/22 Market Position Statement and the draft Blueprint for Market Transformation in Torbay 2021 to 2031.

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

Alternative Options considered and rejected at the time of the decision

Alternative options were set out in the submitted report.

Is this a Key Decision?

No

Does the call-in procedure apply?

No

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

None.

Published

19 April 2021

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

Minutes of the Cabinet

20 April 2021

-: Present :-

Councillor Steve Darling (Chairman)

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

(Also in attendance: Councillors Barnby, Barrand, Brooks, Brown, Bye, Mandy Darling, Douglas-Dunbar, Foster, Hill, Barbara Lewis, Chris Lewis, Loxton, Manning, David Thomas and Jacqueline Thomas)

183. Minutes

The Minutes of the meetings of the Cabinet held on 20 February, 19 May, 16 June, 14 July, 11 August, 22 September, 29 September, 20 October, 17 November, 15 December 2020, 19 January, 18 February, 1 March and 23 March 2021 were confirmed as a correct record and signed by the Chairman.

184. Disclosure of Interests

Councillor Steve Darling declared a non-pecuniary interest in Minute 192 – Proposal for a peppercorn rent lease for Burton Academy for land at South Parks, as he is Acting Chairman of Governors for Burton Academy.

185. Communications

The Leader of Council, Councillor Steve Darling informed Members that work was being undertaken to ensure that the Council was prepared for the summer season. Members were advised that there would be 'Safe, Clean and Green Ambassadors' in the form of additional SWISCo operatives working from May to end of September, working on a 7 day rotational function, working 2pm to 10pm with option to extend hours on Friday and Saturday nights. There will also be additional Park Rangers to increase coverage to 7 days a week, working alongside Ambassadors, providing eyes and ears on the ground to respond to issues, including illegal camping, gatherings and unauthorised events.

Councillor Darling advised that funding for these additional roles would be allocated from the Contain Outbreak Management Fund (COMF), any elements that did not meet the criteria would be funded through the Covid reserve that was created as part of the budget setting process.

The Cabinet Member for Children's Services, Councillor Law advised Members that last week was the national allocation for primary school places, there were just over

1,200 primary school places allocated, with 97.2% of children being allocated their first choice preference. Councillor Law reminded parents who had not applied that the deadline for late admission was 3 May 2021.

Councillor Law also informed Members that the Council had received notification from the Under Secretary of State for Children and Families, Vicky Ford MP regarding Torbay stepping down from having a Commissioner to the next phase in our improvement which was a 'partner in practice'. The minister was encouraged by the Council's commitment and hard work to improve the quality of children services in Torbay and its focus on improvement work was recognised despite the challenges that Covid had presented over the last year. She was reassured by the Commissioners assessment in his final report and pleased that Torbay would be getting additional support from Leeds City Council the Council's 'partner in practice' to help with improving the quality of social care practice. The letter from the minister concluded by confirming the next non-commissioner phase of the Council's improvement journey needed to be a period of determined consolidation and a relentless focus on impact and outcomes

The Cabinet Member for Finance, Councilor Cowell, requested Members to remind businesses in Torbay that are eligible, to apply for the Re-Start Grants. Applications were live, with 1,200 applications having been received so far with around a third having been processed and approved for payment. Resulting in money going out into the economy to support businesses as they start to reopen.

186. Matters for Consideration

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

187. Torbay Local Transport Action Plan and the Torbay Local Cycling and Walking Infrastructure Plan

188. Resource and Waste Management Strategy Action Plan

189. Torbay Suicide Prevention - updates on action plan, audit and alliance

190. Adult Social Care Market Position Statement and Market Transformation Blueprint

191. Adult Social Care Front Door Redesign

192. Proposal for a peppercorn rent Lease for Burton Academy for land at South Parks

193. Overview and Scrutiny Board - Review of the Youth Offending Team

194. Overview and Scrutiny Board - Review of the Planning Service

Chairman

Record of Decisions

Torbay Local Transport Action Plan (LTAP) and the Torbay Local Cycling and Walking Infrastructure Plan (LCWIP)

Decision Taker

Cabinet on 20 April 2021.

Decision

- (i) That the Torbay Local Transport Action Plan 2021-2026 (set out in Appendix 1) be approved with authority delegated to the Assistant Director of Planning, Housing and Climate Emergency to undertake any minor amendments to the document, before publishing on the Council's website.
- (ii) That the Torbay Local Cycling and Walking Infrastructure Plan (set out in Appendix 2) be approved with authority delegated to the Assistant Director of Planning, Housing and Climate Emergency to undertake any minor amendments to the document, before publishing on the Council's website.
- (iii) That the Cabinet supports a partnership approach with local bus operators and asks the Assistant Director of Planning, Housing and Climate Emergency in consultation with the Cabinet Member for Infrastructure, Environment and Culture, to begin the process of an Enhanced Partnership as set out under the Bus Services Act 2017, initially with informal discussions to be held with operators with further reports presented to cabinet throughout the process.

Reason for the Decision

To ensure that the LTAP and LCWIP delivery plans were up-to-date (the current Local Transport Implementation Plan had expired) and that both the LTAP and the LCWIP can together form an effective mechanism to deliver the ambitions of the Council and the community.

Implementation

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

Information

The Council has a duty to produce a document (commonly referred to as an implementation or action plan) detailing how its Local Transport Plan will be delivered. The Local Transport Plan was adopted by full Council in 2011 and is a 15 year plan (until 2026). The current Local Transport Implementation Plan 2016-2021 was out of date. It was proposed that this new plan constitutes the proposed Torbay Local Transport Action Plan 2021-2026.

The purpose of the Action Plan was to set out the planned investments and commitment of the transport capital grant received from Government, alongside other funding the Council had or is able to achieve. The Action Plan proposes the delivery of transport schemes across 7 key areas, including:

- Healthy Mobility (Active Travel)
- Public Transport (including Edginswell Station)
- Road Safety, 20mph areas and Minor Works
- Electric Vehicle Charging
- Signal Replacements
- Completing Major Schemes
- Other Key Investment Areas

A key aspect of the proposed Action Plan was to substantially enhance the Council's delivery of active travel infrastructure in Torbay, recognising its role in supporting healthy lives, a thriving economy and tackling the climate emergency.

The Government had underlined its support for significantly enhancing active travel infrastructure nationally. This included a number of funding opportunities available for local authorities. The Government was particularly supportive of the creation of Local Cycling and Walking Infrastructure Plans as a means to provide a strategic and joined-up approach to delivering a long-term whole-network approach to improve active travel infrastructure. Torbay Council identified value in producing its own plan in order to achieve this and had undertaken this work in conjunction with WSP consultants.

During the course of the consultation on the LTAP and LCWIP, the Government published the National Bus Strategy, 'Bus Back Better'. The strategy makes it clear that funding would be made available to Local Authorities who pursue this vision and seek to make the improvements to their services and network. This had clear direct benefits to the Council, not least in respect of accessibility for the community and supporting the carbon neutrality aims. The LTAP has been updated to reflect the National Bus Strategy and support an Enhanced Partnership approach.

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

Alternative Options considered and rejected at the time of the decision

An implementation or action plan to cover the remaining 5 year period of the Local Transport Plan Strategy was required in order to update an expired plan. An alternative option would be not to develop a replacement plan but this would carry risks in terms of funding availability via grants and other sources and would lead to less co-ordinated transport project delivery and higher potential for projects to not meet local needs or aspirations.

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

23 April 2021

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

Record of Decisions

Resource and Waste Management Strategy Action Plan

Decision Taker

Cabinet on 20 April 2021.

Decision

That the Resource and Waste Management Strategy Action Plan be approved.

Reason for the Decision

To enable Torbay Council to achieve its Climate Change targets the Council needs to help residents to use less virgin resources and recycle more materials from their households, so that the Council can move closer to its 50% recycling target.

Implementation

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

Information

The Council, at its meeting on 28 February 2021, approved the Resource and Waste Management Strategy which set a target of at least 50% recycling. Subsequently an action plan has been developed to assist the Council to achieve this target.

Councillor Morey proposed and Councillor Steve Darling seconded a motion that was agreed unanimously, 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

23 April 2021

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

Record of Decisions

Torbay Suicide Prevention - updates on action plan, audit and alliance

Decision Taker

Cabinet on 20 April 2021.

Decision

- (i) that the Torbay Suicide and Self-harm Prevention Plan 2021-22 be approved as set out in Appendix 1 to the submitted report; and
- (ii) that the Cabinet supports the establishment of the Torbay Mental Health and Suicide Prevention Alliance.

Reason for the Decision

Suicide is a major public health issue: it is the leading cause of death in men under 50 years, young people and new mothers. Torbay's suicide rate has, in general, increased year on year since 2010 and now sits as one of the highest suicide rates amongst local authorities in England.

Implementation

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

Information

Local Authorities were recommended to coordinate and implement work on suicide prevention under their local public health and health improvement responsibilities. The main thrust of this is through the development and delivery of a local multi-agency suicide prevention plan. The Torbay Suicide and Self-harm Prevention Plan has been endorsed by the Health and Wellbeing Board and demonstrates the multi-agency approach to tackling suicide in 2021-22.

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

Alternative Options considered and rejected at the time of the decision

None.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published

23 April 2021

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

Record of Decisions

Adult Social Care Market Position Statement and Market Transformation Blueprint

Decision Taker

Cabinet on 20 April 2021.

Decision

- (i) that the Adult Social Care Market Position Statement as set out in appendix 2 to the submitted report be approved.
- (ii) that the strategic commissioning approach to the Torbay adult social care market as set out in Appendix 2 to the submitted report be approved.

Reason for the Decision

The Adult Social Care Market Position Statement and Market Transformation Blueprint would ensure the Council and its NHS partners have the necessary strategic commissioning framework in place to inform and guide all stakeholders within the Torbay adult care market. The way in which care and support was delivered was changing and as a result, the Council's partnerships with care providers needed to change too. The need to work together at different times in a person's care and support journey, recognising that people's needs change and that they need a responsive and agile network of support combining their own resources with NHS, social care, local communities and the independent sector. At the same time we need to ensure this care and support was timely, sustainable and does not weaken natural support by promoting dependence on state-funded care until it's really needed.

Implementation

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

Information

The Adult Social Care Market Position Statement sets out how the Council planned to support an effective social care market for all eligible adults with disabilities or ill health in Torbay. The market needed to be able to provide the right care, in the right environment, at the right time, at a sustainable cost and at the right quality, responding to demand now and in the future.

The Council's draft Blueprint for Market Transformation, supported by the revised Market Position Statement, sets out an overview of the key drivers for change impacting on adult services in Torbay, alongside the desired changes the Council expected to deliver in the market in order to meet demographic growth, different user expectations and increasing complexity.

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

Alternative Options considered and rejected at the time of the decision

A number of options to deliver the planned outputs and expected outcomes for the adult social care market shaping programme of work over the next three years in Torbay 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

23 April 2021

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

Record of Decisions

Adult Social Care Front Door Redesign

Decision Taker

Cabinet on 20 April 2021.

Decision

- (i) That the proposed community-based Adult Social Care and Community Front Door model be approved; and
- (ii) That the creation of a Torbay and South Devon Foundation Trust virtual assessment team to allow performance and data to be measured consistently, streamlined and rationalise processes in the newly formed bay-wide integrated team followed by a co-located bay-wide Assessment Team be approved.

Reason for the Decision

There are inconsistencies across the front door, and some good practice across the services. Performance data is not currently readily available in a way that allows for comparison across the adult social care zones in Torbay. The multiple front doors do not systematically promote independence for residents, and there are further opportunities to prevent, reduce and delay the demand on adult social care which are not being realised. By connecting to local community based support, residents could remain independent for longer, reducing their need for formally provided statutory adult social services.

Implementation

This decision will come into force and may be implemented on 3 May 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 a report that set out the proposal of the *Adult Social Care Improvement Plan – Future Front Door* project. The proposals would create a single route of referral for all adult social care requests, have one clear picture of demand and capacity for commissioned services, enabling statutory bodies to make often difficult, but well-informed decisions around where to prioritise our commissioned services, have a deeper connection to our community and further support the established integrated approach of health and social care.

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

Alternative Options considered and rejected at the time of the decision

None.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

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

None.

Published

23 April 2021

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

Record of Decisions

Lease arrangements for Burton Academy

Decision Taker

Cabinet on 20 April 2021.

Decision

That Cabinet recommends to Council:

That the TDA Director of Asset Management, Investment & Housing, in consultation with the Chief Executive of Torbay Council, be authorised to:

- a) Grant a 15 year lease at a peppercorn rent with an option to break in the 10th year.

Reason for the Decision

The proposal supported the Council's ambitions for ensuring that young people had the opportunity to succeed. The Academy worked with some of the most vulnerable young people in the area, ensuring they had the necessary support to achieve their potential. The proposal also supported the Council as corporate parent and tackled the inequalities arising from deprivation and vulnerability.

Implementation

The recommendations of the Cabinet will be considered at the Council meeting on 28 April 2021.

Information

The Council's approval was sought for a 15 year peppercorn rent lease to Burton Academy as part of the Catch 22 Multi-Academies Trust for land at South Parks Road, Torquay.

Councillor Law 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

As a result of the approval and subsequent building of an extension at Burton Academy there were no alternative options.

Is this a Key Decision?

Yes

Does the call-in procedure apply?

No

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

Councillor Steve Darling declared a non-pecuniary interest as Acting Chairman of Governors of Burton Academy.

Published

23 April 2021

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

Record of Decisions

Overview and Scrutiny Board - Review of the Youth Offending Team

Decision Taker

Cabinet on 20 April 2021.

Decision

That the Cabinet's response to the Overview and Scrutiny Board – Review of the Youth Offending Team report be approved, as published.

Reason for the Decision

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

Implementation

This decision will come into force and may be implemented on 3 May 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 review of the Youth Offending Team. In accordance with section D7 of Standing Orders – Overview and Scrutiny as set out in the Constitution, the Cabinet was required to respond to the recommendations of the Overview and Scrutiny Board within two months.

Subsequently the Cabinet prepared a response to the recommendations of the Overview and Scrutiny Board which was proposed by Councillor Law and seconded by Councillor Stockman 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

23 April 2021

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

Record of Decisions

Overview and Scrutiny Board - Review of the Planning Service

Decision Taker

Cabinet on 20 April 2021.

Decision

That the Cabinet's response to the Overview and Scrutiny – Review of the Planning Service report be approved, as published.

Reason for the Decision

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

Implementation

This decision will come into force and may be implemented on 4 May 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 review of the Planning Service. 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 Morey and seconded by Councillor Steve Darling 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

23 April 2021

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

Meeting: Cabinet

Date: Cabinet 18 May

Wards Affected: All wards

Report Title: English Riviera Events Strategy

Cabinet Member Contact Details: Mike Morey, Cabinet Member for Infrastructure, Environment and Culture. mike.morey@torbay.gov.uk

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

1. Purpose of Report

In December 2020 the draft Events Strategy was presented to Cabinet and subsequently moved on to the consultation phase. It demonstrated that there is a clear need to review and reposition the events offer in the area to achieve a multi-layered, year-round, area-wide events offer in line with corporate priorities.

The consultation process took place in February and was shared widely, linking in with the local events community, nationally recognised events organisations and was shared with and by a number of groups and organisations including ERBID, Torbay Culture and What Next Torbay. There was significant interest with 35 often extremely detailed responses that have subsequently been worked through and incorporated into the final document, where appropriate. The end result is a much improved and more relevant document.

As a result, there has been a number of shifts in emphasis within the report and re-wording of various sections to take on board specific comments. One example is that there is more recognition of the work and needs of smaller event groups and volunteers. Some of the consultees agree with the report that less of a Council events team focus is needed on small community events but have suggested that the size limit is raised from 499 to 999 attendance.

There was a focus from a few consultees on past issues encountered with the Events Team. There were a number of positive comments about how helpful and flexible the Council's events team were, but also, there were one or two comments about inflexibility and the speed of the process. Whilst not directly reflected in the strategy (although learning from providing a more versatile service during the covid pandemic is mentioned) these issues will be reviewed (they already have to some extent) and will

benefit from a new booking system and appropriate resources within the events team.

There was considerable comment about existing home grown events, supporting them and helping them to evolve. This was already reflected in the strategy but has been strengthened. It is also reflected in the proposed funding support.

There was comment about the environmental considerations of events, decarbonisation and the long-term sustainability of events such as the English Riviera Airshow (the airshow's 490t of CO2 equates to about 0.1% of Torbay's CO2 emissions). This has been reflected in the strategy and will be supported by the proposed Events Charter that events on Council land will need to sign up to, and the topic will be looked at with the support of the Climate Emergency Officer. We will continue to improve, review and evolve the environmental criteria that organisers are expected to meet and this will be reflected on the forthcoming Events Charter that event organisers will be required to sign up to.

Overall, the core focus of the strategy will remain largely the same. The area that attracted the most comment was the inadequacy of the events booking system, especially from event organisers who expressed concern about its limitations and it being non-user friendly. This must be a priority for the action plan, and addressed as soon as possible.

2. Reason for Proposal and its benefits

Amongst other elements, the strategy will enable us to reposition to achieve the following:

- Shift the strategic focus of events management (the Council's Events Team) so we're proactive and not reactive – achieving more with limited resources. Focussing on Headline and Feature events – a year-round offer with strong marketing promotions (linking in with ERBID, DMG etc) whilst supporting existing community events
- build capacity in the events sector – including employment and volunteering opportunities especially for young people, as well as skills development
- seek to improve event spaces to attract high quality events
- provide our local community with activities and events that enrich their lives and supports their development and well-being
- Increase the positive impact of environmental impact as much as possible by continuing to improve, review and evolve the environmental criteria that organisers are expected to meet
- be competitive with other coastal resorts, many of whose events offers are extremely well developed, offering a year-round approach, and as a result are also well resourced
- develop an events charter with event providers to help achieve all of the above
- set up an advisory Events Steering Group of stakeholders who with officers will support the development and implementation of a delivery action plan, advise on

decisions about events as well as help make reasoned judgement about the apportionment of any seed funding or grant funding.

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 ...

Thriving People and communities:

- By providing the community with creative and interesting opportunities to participate
- By developing skills (knowledge and abilities), employment and volunteering opportunities
- Through involvement in either of the above, to achieve better health (mental and physical) and wellbeing

Thriving Economy:

- Events (of the right quality and stature) contribute directly to the economy and to the quality of life in the area which in turn indirectly supports business and the well-being of the employees of all businesses.

Climate:

- Events can and should be developed in a sustainable way. Event organisers can be encouraged to be more environmentally aware, with quick wins such as single use plastics being non-permissible and other steps taken to safeguard the environment.
- Ensuring a blanket approach to sustainability within Events will visibly demonstrate Torbay Council's commitment to tackling the climate emergency
- Visitors will be encouraged to use sustainable transport when visiting the area / attending events (when Covid-19 precautions allow).

Council Fit for the future:

- Growth in the local economy and wellbeing of residents as a result of this strategy will support the ambitions of the Council's administration and support the Council as an enabler.
- Direct income generated by events can be reinvested within the Council to provide long term security and sustainability.

2.2 The reasons for the decision are as follows:

The delivery of the strategy will have a far-reaching positive effect on many areas of the council from car parking revenue through to opportunities for young people in

the Bay. A positive impact on the tourism sector ERBID and Destination Management Group partners. As well as our community and cultural partners.

If adopted, the strategy will commence and an operational action plan developed in the next three months.

3. Recommendation(s) / Proposed 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.

Appendices

Appendix 1: English Riviera Events Strategy to 2027

Background documents

English Riviera Events Strategy – Evidence base.

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			<i>there is no differential impact</i>
	People with caring Responsibilities			<i>there is no differential impact</i>
	People with a disability			<i>there is no differential impact</i>
	Women or men			<i>there is no differential impact</i>
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			<i>there is no differential impact</i>
	Religion or belief (including lack of belief)			<i>there is no differential impact</i>
	People who are lesbian, gay or bisexual			<i>there is no differential impact</i>
	People who are transgendered			<i>there is no differential impact</i>
	People who are in a marriage or civil partnership			<i>there is no differential impact</i>

	Women who are pregnant / on maternity leave			<i>there is no differential impact</i>
	Socio-economic impacts (Including impact on child poverty issues and deprivation)			<i>there is no differential impact</i>
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			<i>there is no differential impact</i>
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		

English Riviera (Outdoor) Events Strategy

2021 - 2027

Contents

Foreword.....	3
Introduction	4
Scope	6
Context.....	7
Reasons for Staging Events	8
Future Direction.....	10
Vision, Objectives and Actions.....	12
Vision.....	12
Objectives.....	13
Strategic action plan.....	14
Conclusion	15
Appendix 1 - Strategic Action Plan	16
Action 1 - Strategic Focus	16
Action 2 - Events Charter	20
Action 3 - Capacity Building.....	21
Action 4 - Events Infrastructure	23
Action 5 - Event skills development.....	25
Action 6 - Events Marketing.....	25

Foreword

Our cultural offer, including events, is seen as a critical contributor to the area's success, making Torbay, the English Riviera, an attractive proposition to live in, work in and visit. There are opportunities to level-up and improve our events sector in order to better support the experience had and perception of visiting the English Riviera – the premier UK resort. This is of particular significance in the minds of influencers who are now central in shaping the held opinions of whether a place is great to visit, and as such these individuals can play a significant part in an area's success.

Equally important is the opportunity for local people to contribute to the development of an authentic cultural offer and promote the area's identity as influenced by its physical environment, our rich heritage, world class UNESCO Global Geopark designation, and the exceptional quality of life.

This strategy is a starting point, and it aims to address these issues, build capacity and deliver a strong and vibrant events sector that will have a positive effect on the local economy and enrich the lives of local residents as well as visitors to the area by achieving **a multi-layered, year-round, area-wide events offer.**

Councillor Mike Morey

Cabinet Member for Infrastructure, Environment and Culture

Introduction

The Covid-19 pandemic has put a spotlight on events in the area as part of the wider offer to visitors and our community and there is a clear need to look at how we operate in a more strategic way. Events in 2020 were decimated. All key events were cancelled and there is a clear need to proceed with caution to prevent further spikes of the virus in this area and keep residents and visitors safe in the future whilst we move forward with a post vaccination society. Events will find it difficult to operate in the way they used to and will have to re-think how they do things. However, even before the Covid-19 pandemic arrived there was a clear need to review and reposition the events offer of the area.

We need to do things differently, to think smarter and plan our events offer to enhance the wider tourism offer of the English Riviera, with a more long-term focus, so that we're not struggling to fund and produce even a minimal level of headline, feature and supporting events. To meet our vision of being the premier resort in the country, we need a plan that provides our local community with activities and events that enrich their lives and supports their development and well-being. That said, it may be at least 12 months (from publication of this report), or so, before the recovery is such that we are able to fully contemplate developing and staging major quality headline events on the English Riviera due to safety and financial reasons, although a lesser level of activity is necessary to sustain and support tourism business in the interim.

In brief terms, in our community we have event organisers, producers and event specialists who can work together to support the delivery of a multi-layered, year-round, area-wide events offer and look to work collaboratively with commercial event organisers nationally and internationally to bring high quality events to the area. It is acknowledged that one of the key challenges is drawing together the difference in working cultures and viewpoints of the various stakeholders including volunteer/community, local authority and professional large scale organisations. The council, through this strategy aims to support all of the above activity.

Torbay, also known as the English Riviera, is a unique and special place. Through working with groups such as Torbay Together, input from Torbay Culture and the clear focus of the English Riviera BID, as well as recent work and development of strategies such as the Destination Management Plan, Cultural Strategy and other local plans, we have started to align the different opinions of organisations and groups about how our unique distinctiveness should be evolved to provide significant opportunities both for residents and visitors to the area. We have also looked to align with The Arts Council Strategy and emerging Sport England Strategy, where relevant, to ensure links to the national aims for culture and events.

Torbay Council has a stated objective of Torbay being the premier resort in the country, and good quality events should form part of this vision. This strategy aims to draw together views about events from across the community and will be used to move forward options and opportunities; it forms the basis of a plan for the next six years, with a view on a longer-term strategy. Further

information on alignment with Torbay/English Riviera strategies can be found in the background document *English Riviera Events Strategy – Evidence base*.

Scope

This strategy has a focus on **outdoor events** in the area which include various genres - cultural, creative, traditional, innovative and on-trend activity and certainly includes music events, sporting events and more; and the support that is given to ensuring that events happen in a safe way especially on Council land by the Torbay Council Events Team. Whilst the focus is on outdoor events there are clear links to indoor events and other activity in the area and these will also be taken into consideration and investigated further when resources allow. It is hoped that in due course an addendum to this document, linking to and focussing on indoor events will be developed.

This strategy acknowledges the strength and depth of volunteer coordinators and their support for events in the area. Without these exceptional people many events just wouldn't happen. Events aren't easy to stage, they can be a slog and take a lot of grit and determination to make happen. The strategy seeks to support, develop and encourage such volunteers to strengthen their skills and abilities should they want such support, and seeks to make links across the sector, including commercial events operators, so that a wider support network can be developed. It also aims to be the launching point in trying to make it easier for events to take place in a safe way, and with expert support available where needed.

This strategy also recognises the work that other organisations play in ensuring the continuance of an annual events programme and supporting events to come to take place in a safe way most notably Brixham Town Council, Torbay Harbour Authority, Torbay Culture and the Paignton Green Events Group which is now known as the English Riviera Events Group.

Although not directly referenced, the strategy acknowledges the strength of the area in hosting local high quality independently produced performances by performing arts groups such as town bands, musical groups, choirs and family entertainers, and the commitment and work of these groups and individuals in delivering high quality entertainment that contributes to the well-being of local people and visitors to the area, and certainly add a dimension to the multi-layered emphasis of this strategy. It is acknowledged that these groups require good quality performance areas with appropriate amenities.

Context

In its simplest form, the English Riviera is a traditional seaside resort reaching ahead to provide the best possible 21st Century offer, set against a challenging landscape of limited public finances and extraordinary budgetary demands and pressures. The recent Covid-19 outbreak has only served to exacerbate how fragile the local economy and the events programme is, and proven the need for a more coordinated events strategy and how it would benefit the locality as it moves into a recovery and repositioning phase.

Sitting on the South Devon Coast, neighbouring Dartmoor National Park, the English Riviera is a UNESCO Global Geopark and home to a wealth of natural assets such as its natural coastal beauty, it is also known as England's Seafood Coast and the birthplace of Agatha Christie. It hosts a number of leisure, heritage and cultural assets such as Kents Cavern, Torre Abbey, the Princess Theatre and the Riviera International Conference Centre. The area has multiple Blue Flag and Seaside Awards for its beaches and Green Flag awards for excellent parks and gardens, as well as the only UK destination to have held the Purple Flag award for seven consecutive years. The recently adopted strap-line of Torbay Together and the English Riviera BID – *Naturally Inspiring* – sums it up extremely well.

The area is well known for its coastal and maritime links with a good-sized yachting community in Torquay and Brixham. Tor Bay has an international reputation as a sailing and championship venue. Brixham is the largest fishing port in England, by value of catch, and Paignton has a sea-facing events space and pier. The area is marketed as a year-round destination using outdoor and adventure activities as a reason to visit, such as kayaking, paddle-boarding, coasteering, caving, abseiling, wild swimming and sailing.

In 2019, there were more than 100 outdoor events, either small, medium or large-scale that took place on Torbay Council land including several that took place within the realms of the Tor Bay Harbour Authority; as well as a small number of key events that took place on private land. Further information can be found in the background document *English Riviera Events Strategy – Evidence base*.

Events and festivals are acknowledged as fundamental in improving the quality of life of a local population. They provide opportunities for expressing collective belonging to a group or a place; create occasions for drawing on shared histories, cultural practices and ideals. They are also an important element in the marketing and development of tourism and valuably important in extending the season. The importance of events taking place in developing the offer in the 'shoulder months' is recognised. If the area is to be an all year round destination, the right events will play a key part. Many towns and cities use events and festivals as vehicles for regeneration projects and tourism promotion, all vital to the local economy.

Events can be critical in enabling successful regeneration funding bids (as has happened in Liverpool, Bournemouth, Brighton and Hull), giving one area an edge over a competitor as well as

showing local distinctiveness. They provide an additional reason for tourists to visit a particular location and can also be a key factor in a tourist's decision to choose one destination over another. They provide enjoyable things to do for visitors, allow informal and rewarding contact with the local community, local environment and provide new cultural experiences for visitors. All of these things, with the right type of events, can bring money into the visitor economy, supporting local jobs and local businesses. Many of the considerations for staging events are set out on the following page.

The legacy of the Covid-19 global pandemic is likely to be felt in the events sector for the duration of this strategy. This strategy and the related Event Policies may need to adapt to ongoing changes in government legislation and public health advice.

Reasons for Staging Events

Social

- Opportunities to participate in community events
- Improve the health and wellbeing of residents
- Encourage community cohesion, celebrating diversity, creating a strong sense of community (and often a “feel-good factor” amongst the community)
- Promote inclusivity and equality

Cultural

- Contribute to a sense of community, local pride and cultural identity
- Create community identity and cohesiveness
- Celebration of cultural heritage
- Introduce new and challenging cultural ideas
- Fostering a culture of innovation and imagination
- Support and showcase art forms

Economic

- Attract visitors from beyond the region
- Extending the season into the shoulder months. The right types of events in the off-season will attract more visitors when the local economy needs them
- Contribute to the growth of overnight stays and day visitors
- Enhance national profile, generating significant media coverage
- Provide employment opportunities
- Support local businesses and act as a catalyst for regeneration and renewal
- Maximise income generation to invest in community events

Skills

- Develop capabilities of communities and organisers to take greater responsibility for events
- Build skills training and career pathways into the events sector (including volunteers and existing volunteer event organisers)
- Present opportunities for volunteering with community groups and those running events, to upskill and develop confidence
- Continue to build capacity and expertise across the area's events sector

Sustainability

- Motivate event organisers and suppliers to adopt high sustainability standards in event delivery. Continue to improve, review and evolve the environmental criteria that organisers are expected to meet.
- Improve on-site infrastructure and facilities that supports positive sustainable behaviour and reduces the impact on the environment
- Make best use of green infrastructure
- Explore potential for sharing of equipment, infrastructure and resources between events
- Offer experiences that supports the local natural environment and promotes a local scientific and other designation such as the UNESCO Global Geopark designation. For instance, Tor Bay boasts some of the finest sailing waters in the world

Many destinations have increasingly recognised these benefits and have developed extensive events programmes. The last fifteen years or so have seen a remarkable rise in the number of events and cultural festivals in towns and cities throughout the UK, Europe and elsewhere. Evidence shows that a properly resourced and mature events programme, with a distinctive creative vision, and staged in an interesting and accessible location, can generate significant profile, attract new visitors and deliver substantial economic benefit.

Such an approach will have significant economic benefits to the locality. It will draw in different target audiences to different activity all of whom will spend money on car parking, food and accommodation, in shops and at other visitor attractions whilst they are in the area. To build the necessary capacity in the area and develop a year-round season-based rhythm of cultural events is not cheap to do, but by pursuing match funding and re-directing income generated by the Events Team as and when capacity has sufficiently grown to do so and with the provision of “seed funding” which would be administered by officers in discussion with an advisory Events Steering Group, there is potential to secure the variety and capacity desired whilst building wider economic impact and indirect benefit to the Council.

Unlike permanent attractions, stadiums and museums, festivals and events can be more fleet of foot; they're able to switch venues and upscale programming if necessary (depending on the scale and what facilities are available). They're also much more inclusive. Many events are free to the public, utilising existing public spaces and cultural assets, spark interactions among community members and nurture a positive image of urban areas. However, many events are susceptible to poor weather, with strong winds being a particular issue for coastal events. Equally, very good weather can also create logistical issues with increased pressures relating to larger than expected crowds.

Successful events destinations offer festivals and events, which are connected to the place, inspired by its location, history, heritage, people and living culture. They deliver authentic, high quality events, which for the most part can only be found and experienced in that way in that particular place. Places that nurture this approach – such as Brighton, Bournemouth or even Liverpool - even for those events that are *brought-in* rather than home-grown – tend to be more

successful and sustainable. Not only as a tourism destination but also a place to live, work, study and invest in. Further information to support the need for action can be found in the background document *English Riviera Events Strategy – Evidence base*.

The English Riviera hosts many events throughout the year. Many of these target a local audience, although visitors might go to them when visiting and are therefore limited in economic potential; some are more commercial touring events that attract a regional audience because the Bay is the most convenient location to experience the event (such as shows at Princess Theatre and Palace Theatre, Circus on Paignton Green or touring exhibitions at Torre Abbey); and a few are headline events that are unique to the English Riviera and high profile, with the ability to attract visitors to the area and shape the reputation of the Bay. There is currently very little resource for product development.

Whilst many events were cancelled in 2020, the Covid pandemic also showed us how resilient certain sectors in the Torbay area could be, with, as you would imagine, the creative sector at the forefront. It was surprising how much organisations were still able to deliver during such a challenging time. Such delivery included Create to Recover, English Riviera Film Festival, Devon Open Studios Launch, Online Virtual Art Exhibitions. In addition, the pandemic has brought cultural organisations and freelancers together via *What Next* and there is now a real opportunity to build on and create better collaborations and partnership working.

Some of the most noteworthy events currently or recently staged on the English Riviera include (this is a flavour and not a complete list):

- English Riviera Airshow
- International Agatha Christie Festival (takes place at multiple venues)
- Bike Festival (although BMAD appears to have folded)
- Brixham Pirate Festival
- BrixFest
- Fishstock
- Geopark Festival
- Eyeview projects such as Wavelength (a one-off project with potential to develop as a regular event Oct-Dec)
- English Riviera Triathlon
- Rowcroft Sleepwalk
- Torbay Half Marathon
- Children's week
- Into the Mix
- Paignton Festival
- Paignton Regatta
- Seafood FEAST
- English Riviera Film Festival
- Torbay Steam Fair
- Various Sailing events at all levels including major international and national sailing events

Further information about current events and current sports events in the area can be found in the background document *English Riviera Events Strategy – Evidence base*.

Future Direction

Torbay Council is relooking at the area's future, its priorities, approach and the delivery structures needed to reposition and to realise its potential. This Events Strategy has been developed in

response to the Council's Corporate Plan, to align with the Destination Management Plan, Cultural Strategy and Heritage Strategy, and also to act as a recovery plan for events in the area following the Covid-19 pandemic and as an events repositioning plan. In addition to the plans outlined above, it is designed to sit alongside the Economic Strategy, Neighbourhood Plans (3), the Joint Health and Wellbeing Strategy, the UNESCO Geopark Management Plan, Torbay Council's Black Lives Matter/Diversity report and inform the vision for the English Riviera until 2027 with a view beyond this point.

The English Riviera has the ambition to build the range and scope of medium and large scale (Headline and Feature) events staged in the area to deliver a year-round programme (with a focus on the shoulder seasons) of high quality, distinctive events which will appeal to visitors and residents, have a positive impact on the local environment and support the promotion of the Bay across all its agendas. Currently, relatively few of these events are of regional significance, something that needs to be addressed as part of the outcomes of this strategy. New events need to be sustainable, more regionally distinctive, work in the off-season and have a greater impact.

Event organisers may also wish to consider virtual and digital programming as a way of promoting the area, increasing event revenues and expand participation through online platforms and social media, although this is not a focus of this strategy which is more about enabling physical events.

Vision, Objectives and Actions

Events play a key role in the area's wider economic development and social agenda and this strategy outlines a future in which they can play a much stronger role in supporting community wellbeing, the area's profile, reputation and economic growth, in support of the area's recovery from the impact of the Covid-19 pandemic and repositioning as a significant destination for events.

Although the delivery of this document starts immediately, the core activity will focus on reinvigorating and repositioning events from 2022 and the strategy is about being in a position to move events forward for the **2022 season** onwards. This will allow time to get things in place whilst the consequences of the Covid-19 pandemic on the events industry are fully absorbed and responded to.

Events help to make the English Riviera a more vibrant and interesting place to live, visit, work and study in. They bring people together and shape a strong sense of identity. They provide opportunities to stimulate tourism and economic growth.

Events also have wide cultural and social benefits for our community. They strengthen identity and pride, impact positively on health and wellbeing, and enhance educational outcomes and economic opportunities as well as encourage a greater appreciation of the area's unique natural environment. A related example of this is Oldway Garden Volunteers and volunteers at Torre Abbey both in the house and in the garden. There is scope for up-skilling retired but active residents and this could be transformative on many levels.

Vision

Our vision represents what needs to be achieved between now and 2027. It recognises the breadth of impact and benefit that a well-run events programme can deliver. It centres on achieving a greater focus on **quality, distinctiveness and impact**. It will also support a greater emphasis on quality events to support the area, by making it more attractive to visitors following the impact of the corona virus pandemic.

This question of authenticity is key: if Torbay has ambition to be a truly leading destination of choice, then a better mix of originated content (whether from local or national suppliers) and toured in (visiting) events needs to be nurtured. The question of balancing risk with ambition is to be explored: The Airshow is a flagship event, but there are questions about its long-term environmental and economy sustainability and several events as anchor points would be stronger, and may help future proof the events offer.

Together we will deliver events that create distinctive experiences for residents and visitors and that support our image as a future thinking, creative and quality year-round destination with a growing reputation for professionally delivered high quality events.

We will think more about impact and seasonality, and our events will grow sustainably with the economic and social benefits felt by our residents and businesses without having a detrimental impact on the environment.

Where this is not possible (for example the English Riviera Airshow) we will mitigate against environmental impact as much as possible and put in

measures that will off-set the environmental impact of such events in a structured way whilst maintaining the social and economic benefits of the event for the area.

The events offer will be managed in a way that not only supports the area to recover from the Covid-19 crisis but also to help it to be Naturally Inspiring, repositioned to thrive and compete long-term with other coastal destinations.

Objectives

In setting these objectives for events on the English Riviera, we recognise that there should be a balanced approach – where events are not the end in themselves but rather a vehicle through which other area-wide needs are met:

Events on the English Riviera will:

- Enhance the national and international profile and reputation of the area (including maximising the profile of UNESCO Global Geopark designation, Agatha Christie birthplace and legacy etc.)
- Be high quality and professionally delivered
- Be delivered safely, and delivered to address any justifiable concerns raised by partners
- Attract more visitors to the area (day and overnight) year-round and align with the Destination Management Plan
- Deliver measurable benefits for local businesses
- Encourage civic pride and community cohesion
- Be sustainable and encourage job creation and volunteering opportunities
- Develop capacity and capabilities in the area's events sector
- Consider diversity, look to address racism and be welcoming to all
- Increase the positive impact of environmental protection measures where possible. Where not feasible, ensure that events are as close to being environmentally neutral as possible and mitigate against environmental impact as much as possible
- Provide opportunities for the area's young people to reach their potential through participation in events and via work experience opportunities

In addition, the Council and partner organisations will:

- Achieve an even spread of Headline events (seasonal anchor points) interspersed with good quality Feature, Area and Community events
- Seek additional third party funding and use existing finances (S106 and CIL) to support and match fund opportunities to create strong event spaces as well as good quality events in Brixham, Paignton and Torquay.

Strategic action plan

Identified below is the strategic action plan to deliver the vision and objectives and which are discussed in greater detail in Appendix 1 - **Strategic Action Plan**.

1. **Shift the strategic focus** to achieving more with the limited resources available. And seek out funding and match funding opportunities.
2. **Development of an Events Charter** to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.
3. **Build capacity** in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.
4. **Investment in events** in order to develop key sites that meet the needs of quality event organisers that manage events that will have a UK wide audience.
5. **Support the development of local event organisers, producers and promoters** to create high-impact events and enable job skills and job creation.
6. **Support Marketing promotions with partner groups and organisations** to ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination, that has a diverse range of appeal.

Conclusion

This strategy recognises that the English Riviera has significant work to do to improve its viability as a host for quality, attractive events, developing a multi-layered, year-round, area-wide, events offer and attracting and developing viable and professional event organisers in order to deliver meaningful benefits to the community and the local economy and which attract visitors.

The ambition is to start progress towards achieving more with the existing limited resources but finding ways to draw in income to cover such events. It won't be an easy task but having a strategy it is a start that all stakeholders can acknowledge and work with together. The strategy advocates four specific actions that we believe can help achieve this by a greater focus on 'quality', 'distinctiveness' and 'impact' and which will help achieve our vision.

Appendix 1 - Strategic Action Plan

This is the strategic action plan which outlines the actions that need to be undertaken at a strategic level. A more detailed delivery action plan will follow on from the adoption of this Strategy including Key Performance Indicators. The delivery action plan will detail a pathway to delivering the specifics of the strategic action plan, looking at issues such as specific events, timings, resource required etc.

Action 1 - Strategic Focus

We will shift the strategic focus to achieving more with the limited resources available.

To build a multi-layered, year-round, area-wide portfolio of events that deliver distinctive experiences for visitors and residents and also supports economic development and profile building priorities. There will be a mixture of established successful events, community (local) events, new events which can be developed and national/international events which we will try to attract to the area. In most instances the Council will act in a strategic coordinating role, working in partnership with various organisations to support the delivery of these events. This may mean doing fewer events of greater benefit.

Key Aims

The aims of this approach are to:

- Differentiate the English Riviera in a competitive and overcrowded market for event audiences.
- Ensure Headline events' profile, attendance and impacts are not diluted by an excess of similar events. It is recognised that local community events would very rarely impact on these larger events.
- Develop new opportunities that fill gaps outside the core summer months in the annual calendar, and ensure the correct type of events that draw in visitors fill the summer months.
- Go out to the market to see what is possible to achieve the above in terms of Headline and Feature events.

Event Classification

To support these key aims it is propose that the area's events are classified in a framework of four distinct groups:

Headline Events

These will be grown to three (and then potentially to five as capacities increase) big impact annual cultural and sporting highlights which showcase the area. The aspiration should be for events that can be classified as **English Riviera: Naturally Inspiring** that display high quality strong ambition; deliver significant economic impact; attract large audiences; achieve significant media coverage; and generates more overnight stays in the area.

Headline Events - Potential Development

Suggestions for further potential Headline or Feature events (to be considered by the advisory Events Steering Group) include a light and sound based event (potentially building on Torbay Culture's Wavelength project), a Food Festival, an Outdoor Adventure Exhibition, a Walking Festival, a Music event if resources allow, a significant sporting event, a Christmas related event, a Pride Event (will need to be evolved with the LGBT+ community), a cycling event, a sailing event or a significant cultural creative event. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Feature Events

Established, growing or one-off events that contribute to the vibrancy, profile and tourism appeal of the area. They will be able to demonstrate how they can deliver quality and high levels of ambition, achieve greater public profile, deliver economic impact and attract visitors to the area from Exeter, Bristol, Plymouth and the wider sub-region, as well as some from further afield. Seafood Feast is an example of a significant Feature event but is not an outdoor event (as yet).

Feature Events - Potential Development

A significant vacuum exists during the winter months leading up to Christmas and New Year. The potential exists to build the Winter Riviera brand. A distinctive, authentic and creative, promotional 'umbrella' branding that creates the opportunity to promote the English Riviera as a winter visitor destination, which reaches beyond Christmas markets and is not just about "Tinsel and Turkey" packages with limited benefit to the local economy.

Other business operators in the area have also suggested a summer music season as a feature event. A series of music offerings on a stage on Torre Abbey Meadows. This would offer an eclectic mix of shows from popular music, rock music through to jazz and classical music on stage over a series of nights, each night attracting a different audience. The impact would be very visible and would be a high-profile offering. The event would need to be fenced off and would only work with a suitable promoter. The Council would need to support the development of such an event and give the land and land re-instatement for an agreed period of time (say three years). Other suggestions for music events include a multi-site, multi-venue festival. Further information and specific ideas can be found in the background document *English Riviera Events Strategy – Evidence base*.

Area Events

These are events delivered at area level that although of a recognised quality are predominantly aimed at residents. They will have limited impact or attraction to visiting audiences beyond the south Devon sub region but contribute to the year-round ambience of the area as a happening place. Paignton Festival, Paignton Regatta, Torbay Carnival,

Children's Week, THHN City to Sea Marathon currently fit this category. We would group touring tented circus, fairs and light entertainment shows as area level events. However, these events are unlikely to achieve more than modest growth in visitor impacts or engagement beyond local audiences. They should however be well-managed exemplars of sustainable events, adding to the distinctiveness and uniqueness of the area and its neighbourhood and making the most of opportunities to support local suppliers.

Community Events

These are small-scale community or community of interest organised festivals and events taking place across the area. They have a capacity of 999 or less. The Council provides advice and guidance and could run a grant scheme through a new advisory Events Steering Group (with appropriate accountability measures in place) so that eligible organisations can apply for project funding.

While these events have real value to local communities and should be welcomed, the limited resources of the Council should be targeted at events which deliver a wider set of impacts and many of these events will continue to look after themselves. Nonetheless the Council should support the permissions required and offer guidance and advice on best practice delivery.

Such small community events, up to 999 attendees because of their nature, currently require limited support and Health and Safety monitoring and this will be encouraged moving forward to free up the Council's Events Team to support delivery of the wider strategy. Any bespoke concerns will be flagged up with relevant partners agencies, or via PSAG, and for those selling alcohol or providing entertainment, will also need a licence, which will address any relevant concerns.

Sports Events

There is huge potential for the development sporting events to take place within the area. Whilst this is not specifically covered within this strategy, it is explored within the background document *English Riviera Events Strategy – Evidence base* along with suggested ideas for development and is a theme that will be picked up between this strategy and the impending sport strategy that is currently being developed. As such the potential of sports events will be considered as part of the categorisation process detailed above. Most will be Area Events but as these grow in stature they will become Feature events or even Headline events. Some significant sports events can be classed as Feature events because of their wider draw. Significant music events like Boardmasters have grown out of sporting activity and niche events. Research into the potential to link outdoor adventure and especially sea-based activity should be explored.

Summary of opportunities

- Focus efforts on making the most of events with the greatest potential to deliver economic impacts

- Equally focus on events that deliver on well-being and social impact for our community
- Encourage actions to increase the direct impact on the local economy by Headline Events
- Support bids for occasional international events e.g. sporting events or Geopark related programmes
- Develop a seasonal year-round programme of events (with key anchor points) and packaging to present a coherent offer
- Encourage the use of local suppliers and the distinctiveness of all events that take place in the English Riviera

Specific recommendations

- Develop an advisory Events Steering Group to include stakeholders to support and advise officers on the key strategic actions and to support the development of the delivery action plan for English Riviera events. The group will be made up of local people and professionals with an interest in creating a successful year-round events offer. Care will need to be taken to ensure transparency, honesty, integrity and authenticity. This will be an independent group from various sectors of our community that will support officers to shape and develop the Action Plan that will follow the adoption of this strategy. The group will need to be community orientated and politically independent. The Council's Events Team will work closely with the group. The group will advise on plans for seed funding new events, taking into account accountabilities and specific terms associated with the funding from the Council and any other partner funding bodies.

It is suggested that the following groups are represented; English Riviera Events Group, Torbay Culture Board, ERBID Board, representative for local infrastructure suppliers, representative for independent event managers. There may also be scope for a well-connected event ambassador.

- To use seed funding from the Council specifically towards starting up and sustaining Headline and Feature events, this sum to be made available each year and increasing where budgets permit from 2022 to 2027. No event to be funded for more than three years, and funding would be on a sliding scale.
- A firm commitment should also be given to supporting existing Area and Community events with help and advice. A one-off funding pot that events can apply to, to support their development, if necessary, whilst income from Headline and Feature events is grown sufficiently to partly be used to support the development of Area and Community events over the longer term, as well as infrastructure development on key sites.
- To go out to the market of national commercial events organisers using existing resources to ascertain what Headline and Feature events might work in the area, who is interested and what leverage may be required to bring appropriate events to the area.
- Research and progress themes already outlined in the previous section with the advisory Events Steering Group.

Action 2 - Events Charter

We will develop an Events Charter to set clear expectations from organisers and to cement the actions that are important to local communities in event planning.

We will create a simple Events Charter for any events on Council land (or more widely if other landowners wish to adopt it) as a public statement about what the Council and organisers are trying to achieve through events and how they are going about it. It is intended to help organisers understand what is expected from them and to which they publicly commit themselves. It will also be a tool to use with local communities who may be impacted by events, to show what collectively is trying to be achieved, to highlight the approach to quality and well-managed events and to build better relationships between those delivering events and those impacted by them.

Key Aims

The Charter acknowledges that the Council will:

- Provide a welcoming and supportive location for events
- Promote events that enhances the reputation and image of the area
- Provide resources to assist the planning and delivery of priority events as well as financial support to community events
- Encourage and enable events organisers to work together in a respectful and collaborative way

Organisers will:

- Positively contribute to the quality of life for local communities
- Maximise the economic contribution from events to the area economy
- Work together in a respectful and collaborative way
- Deliver innovative and imaginative programming
- Make the most of creative partnerships and collaboration that supports locally based event producers and suppliers and strengthens capacity building
- Promote health and wellbeing while minimising any disruption to local health and social care services (events should not impact too much on necessary day to day services)
- Deliver the most sustainable events that help protect the environment as far as possible
- Minimise disruption to residents and businesses
- Support opportunities for young people especially care-leavers
- Consider use, where appropriate, of *Changing Places* facilities

Specific recommendations

- That the Council commits to a single point of contact for all event enquiries drawing upon extensive experience gained in managing and regulating events and help to facilitate end-to-end multi-agency support in the planning and delivery of events including support across the different departments and responsibilities of the Council such as waste provision through the newly established Swisco.

- That the Council will simplify the events application process by upgrading the digital process in order to reduce paperwork and increase efficiency using a system such as the Council's new CRM system or similar.
- The Council will embed infrastructure in key events locations as a priority, as part of new development levies and payments (S106 and CIL), which will help provide environmentally sustainable event spaces in the future. Other spaces should be developed and brought on-line as funding permits after the key spaces are at the required level.
- All event organisers above a certain threshold (999+ attendees) will be required to sign up to the Charter. A suggested draft can be found in the background document *English Riviera Events Strategy – Evidence base*.

Action 3 - Capacity Building

We will build capacity in the sector to make the English Riviera a centre of events excellence across the spectrum of event types and sizes.

To ensure that the Events Team are focussed on the area of greatest opportunity with the tools and resources to help them. We will develop a portfolio package (PDF or via the event application system) that can be sent to interested parties detailing location, amenities and capacities etc.

We will shift our resources towards events that can help the area have a bigger and better impact. We recognise that, as it stands, a large proportion of time and resource is spent facilitating the permissions of smaller and community events that have limited economic impact. This will ensure that the Events Team are focused on the areas of greatest opportunity with the tools and resources to help them.

The Council currently processes event plans (necessary for health and safety reasons) and approves approximately 110 events a year on key council owned event sites (and does not approve a small number which is equally, if not more, time-consuming), which necessitates a significant workload and time spent by the Events Team processing applications, facilitating consultations and supervising event preparations to ensure well-managed, safe events that mitigate negative impacts on local communities linking in with the area Public Safety Advisory Group, H&S and safety officers, Licensing team, Environmental Health, Highways, Natural Environment team and others. The SAG 'Torbay Guide for Organisers' document provides advice around event safety to all organiser's and is extremely well written and helpful, it is acknowledged this will need updating to ensure it is in line with this Event Strategy.

The sector and organisers can help the Council achieve what it wants but often are unclear exactly what that is. So, it is recommended to bring them on board to help find solutions to the challenges faced by events – whether that is programming outside of peak periods; sharing best practice in sustainable delivery; or innovating and driving out distinctiveness. Much was learnt about from offering a more dynamic service to a number of event organisers during the Covid 19 pandemic, and relationship building is key to successful interaction.

Managing Applications

The existing process and supporting system for managing events applications needs to be reviewed. Either upgrading the existing system or investing in a new system. Options and ideas can be found in the background document *English Riviera Events Strategy – Evidence base*

Programme Development

The Council's Events Team will act as an enabler, facilitator (and occasional commissioner) rather than a direct deliverer of events. The programme would be developed and advanced through a process of stakeholder engagement and collaborative working to create and shape a high-quality annual calendar of activity. Opportunities should be taken to enable communication among event organisers, encourage use of public spaces and manage any diary clashes for the area. The Events Team will provide supervision for the area's events programme. They will be responsible for advising, supporting and in some instances investing in the area's Headline, Feature, Area and Community portfolio of events.

Using clear criteria, the Events Team would engage with local, national and international external organisations and agencies to identify and bid for one-off Headline sporting and cultural events. An essential criteria would be that an external local lead or co-partner(s) is secured. The criteria are a guideline and not all potential Headline Events will meet every element. Options and ideas including criteria, development of the sector operational roles and site hire charges can be found in the background document *English Riviera Events Strategy – Evidence base*.

Specific recommendations

- Explore digital tools that can help with event applications to improve efficiency. We need to enhance the existing online process which is clunky and not at all user friendly for event applicants or end users (officers). Linking in with the Council's new CRM system or similar.
- Use existing digital platforms (e.g. social media groups) to connect the various organisers to support each other and use best practice from the English Riviera Events Group and other similar groups in other localities.
- The Council considers supporting a new part-time role in programme development using clear criteria (from existing resources).
- Fostering the capacity and capabilities of the local sector and engaging them in the area's challenges. Support local event managers and promoters with opportunities for training and skills development including volunteer event coordinators.
- Retain support from other operational teams at the Council to deliver this strategy and maintain the reputation as an attractive destination to deliver events, and where necessary support these teams' resources where there is a significant increase in work.
- The Council will maintain a stable and sufficiently resourced and funded Events Team to support events, especially those on council land, working collaboratively with the newly formed advisory Events Steering Group.
- Charging. The above will necessitate a charge for the use of event spaces and bonds in place for land reconstitution to some extent (mainly commercial, Headline and Feature events in due

course). This will support the cost of the events officers to enable events and future planning, it may even support maintenance of events spaces (hopefully linking in with S106 funding opportunities), and in due course may support seed funding for Headline and Feature events (in collaboration with the advisory Events Steering Group), and support grants for important community events that meet specific criteria. Alternative mechanisms to fund events will also need to be pursued (i.e. ERBID expansion and other grant funding). There will be regular reviews of hire fees and charges and it is suggested that not for profit Community and Area events will largely be exempt from event fees, although reinstatement fees will still need to remain in place. From consultation, many organisations have expressed concerns about road closure fees for community events, and this will need to be investigated further to see whether there is a cost benefit of no fee for such road closures being incurred, although the main cost here is for enacting and lifting road closures which the fee from the likes of Amberon Ltd or SWISCo Ltd which the Council cannot bear.

Action 4 - Events Infrastructure

We will need to invest in events infrastructure in order to develop key sites and promote them so that the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support UK renowned and world class events.

The English Riviera benefits from a limited number of open spaces. However, the area's principal spaces are not equipped to support major events, and substantial infrastructure has to be brought in. This is not a major problem and saves on issues with storage but with consideration to environmental issues a stable power supply rather than bought-in diesel generators is preferable. More importantly, the surface of key even spaces needs consideration. If we are to achieve a year-round events programme we will need more durable key events spaces otherwise we'll struggle with dust bowls and muddy areas. Water points are also important as is protecting event sites against traveller encampments.

Paignton Green and Torre Abbey Meadows are the area's principle event spaces although not formally designated as such. However, they need to be developed as dedicated events ready spaces capable of hosting a range of events and entertainments. This means investing in built-in infrastructure in the public realm with outdoor performance in mind either funded through grant funding, S106 funding or through hire fees. This is necessary to fulfill the objectives set out in Section 2 of this report namely to 'Enhance our national and international profile and reputation; Encourage civic pride and community cohesion; and develop capacity and capabilities in the area's events sector. A detailed analysis of needs of these key spaces will be undertaken once this strategy is adopted, although the key elements are already known. Other event spaces will be developed in due course once funding permits. The new space at Princess Gardens is an example of this. The site has had some investment but more is required to develop it as a versatile year-round events space. Such spaces can be used by various community and commercial organisations and would be an ideal location for outdoor theatre and other uses. Torre Abbey grounds are also a good space for events.

There is a need to provide the following on the principle event spaces:

- Better “clean” power provision, water supply and high speed Comms (especially at Paignton Green).
- Provision of “almost” off the shelf Traffic Management plans to guide organisers about what is and isn’t possible for specific sites and why

With recent developments such as the space at Princess Gardens and proposed development of the area adjacent to the clocktower “The Strand” in Torquay as part of the Town Improvement Plan and also the town centre development in Paignton as part of the Future High Street Fund works there are already plans to ensure that these developments provide for the existing and future needs of events and event organisers. Introducing surfaces that can accommodate events, dropped kerbs for vehicle access, electricity and water points, data points for high speed comms, are all examples of improvements that are needed for modern events. There is also a need to look at dedicated event spaces in Brixham.

There has been recent government discussions about making events spaces more resilient in response to terrorist attacks which may require significant investment. This is yet to be developed into full policy and needs to be looked at in any detail. The process was held up by the Covid-19 crisis but should also be taken into consideration when the full information comes forward.

Direct funding for capital improvements to support events may be unlikely to be forthcoming in the current climate. But the needs of events and event organisers should be considered as part of the early thinking and planning for major projects (public and private) that are taking place in and around the main event locations.

Future development requirements

The main requirements that future development should consider would include:

- Provision of flat, open space
- No street furniture or public art that cannot be easily moved (not including murals)
- Provision of electricity power supply (preferably from renewable sources), data (high speed comms), water points (including drinking water) and drainage at appropriate underground points
- Vehicle access for unloading
- Performer parking
- Security and site safety designed in
- The establishment of event ready infrastructure will also critically assist reducing environmental impacts managing energy and water more efficiently, reducing waste and carbon emissions.

Specific recommendations

- Seek out funding options to upgrade existing event spaces including reviewing S106 and CIL funding
- Work with TDA to develop event space opportunities

- Engage with ERBID to develop marketing opportunities and support for new and evolving events, and to act as a critical friend

Action 5 - Event skills development

Support the development of local event organisers, producers and promoters to create high-impact events and enable job skills and job creation.

The team will explore options and opportunities to support the development of event organisers, producers and promoters (including volunteer event coordinators) where possible through training and skills development (where funding is available), through coming together to discuss opportunities and through a potential conference as detailed in 3.6. This will build a highly skilled and resilient events sector that are willing to work together, share ideas and best practice and build the level of capacity and quality that is required in the area.

Support for volunteering programmes will also be given, linking in with wider initiatives such as those already developed by Torbay Culture and the CDT. Links with South Devon College should be further explored to enable work experience, employment opportunities and volunteering opportunities for students.

Specific recommendations

- The events team will support the development of new opportunities and seek out funding opportunities to support the development of events organisers, producers and promoters.
- The proposed advisory Event Steering Group will act as enabler to drive and support opportunities within the sector, especially for young people
- Volunteering programmes will be developed with stakeholders and event organisers and producers will be encouraged to offer opportunities.

Action 6 - Events Marketing

Ensure the events offer of the English Riviera is promoted far and wide as a welcoming and vibrant destination that has a diverse range of appeal.

Event marketing promotions are crucial to promote the English Riviera is welcoming and able to meet the needs of regionally and nationally significant events, with an ambition to support world class events. From a council perspective a dedicated annual marketing plan will be developed and delivered by the Culture and Events Marketing Coordinator to support key events, but there is a need to work with the community to share the load in terms of wider community events.

ERBID currently do a fantastic job in supporting the marketing promotions of events in the area and providing positive constructive advice in the development of new and evolving events, on behalf of their stakeholders (accommodation providers and other tourism sector provision), and it would be useful to involve, where possible, their input in the development of new events, either as part of the proposed advisory Events Steering Group or as a critical friend. Likewise, linking in with the Destination Management Group. There is much discussion within groups such as What Next about collaboration and joined up event marketing promotions that needs to be supported.

Specific recommendations

- Support other opportunities for joined up marketing promotions to promote all events – as per What Next Torbay initiative and The Shorely. Including smaller events that do not have the national appeal that ERBID focusses on. Look at opportunities for joined up promotions.
- Focus on Social Media amongst other media but also to investigate Influencer Marketing; Influencers, Bloggers, Travel Brands and Partners
- Link in with ERBID and the Destination Management Group for specific feedback on events.

This document can be made available in other languages and formats.
For more information please contact **insert your team email or phone no
here**

Meeting: Cabinet

Date: 18 May 2021

Wards Affected: All Wards in Torbay

Report Title: Turning the Tide on Poverty – Financial Issues

Is the decision a key decision? No

When does the decision need to be implemented? Immediate

Cabinet Member Contact Details: Councillor Darren Cowell, Darren.Cowell@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, martin.phillips@torbay.gov.uk

1. Purpose and Introduction

- 1.1 This report provides Members with a number of options linked to community engagement, the council's green agenda and turning the tide on poverty.

2. Proposed Decision

- 2.1 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.
- 2.2 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.
- 2.3 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.

3. Reason for Decision

- 3.1 to provide the funding and approval for three initiatives to support both community engagement, the council's green agenda and turning the tide on poverty.

Supporting Information

4. South West Mutual Bank

- 4.1 This is a co-operative bank that is seeking to establish itself to provide a local alternative for banking facilities. The bank is now at the second stage of its set up and will apply for a banking license. It is expected to go live in 2022. The Partnership wish to support the second phase of the fund raising to establish the Mutual.

- 4.2 <https://southwestmutual.co.uk/>. Their website states their intentions as:

“We aim to be the only cooperative High Street bank focused solely on the South West.

We exist to help the people of the South West live fulfilling and meaningful lives, to get the most out of the place that they love and put the most back in to support the local economy. Our customers will also be our members meaning local people get a vote and a voice in everything that we do.

By building real relationships, focusing on helping individuals, families, SME’s and social enterprises to thrive, committing to branches and mirroring that experience through mobile and online technology. We aim to ‘Rediscover Real Banking For All’.

Through all our work, we understand our role in promoting sustainable practices, helping the area transition to a carbon neutral economy.

We aim to be your dedicated West Country bank.”

- 4.3 As the bank does not have a license yet, the council will be investing in the bank “at risk”, therefore the council funding will need to be treated as grant as there is a risk that the bank will not ultimately operate. The exact legal form of the council’s investment will need to be determined during the due diligence process.
- 4.4 The proposal is to invest £25,0000 into the South West Mutual as part of their second phase of fund raising for the Mutual.
- 4.5 Correspondence from the South West Mutual in 2020 described the current position as follows:

“South Hams District Council, along with several other Devon districts, Plymouth CC and Cornwall Council all invested at the end of 2018/early 2019 using grant monies to fund phase 1 of the bank start-up. This has progressed well and we submitted our business plan to the regulator (PRA / FCA) in the Summer and have been invited for a challenge / feedback session next month. This means that we have passed their bank business plan viability test and now need to convince them that the rest of the plans are up to scratch. It’s still a long and winding path to receiving a licence, but all being well, we envisage moving to a live test by the end of next year. However, to do this we need to enter phase 2 of the fund raise. We obtained a £200k grant earlier this year from the Open Society Foundation which had a further promise of a £800k match fund. We’re short of where we need to be to get this 2nd transformational grant. Support is however growing, from businesses, individuals, local MPs and key

Government ministers. John Glen (economic secretary to the treasury) has been very supportive and supports the idea of mutual community banks whilst Danny Kruger is also very supportive and has said of the embryonic community banks that there's been "great work in this space". His recent "levelling up communities" report (see <https://www.dannykruger.org.uk/communities-report>) talks of using £2bn+ of dormant assets to create a Levelling Up Communities (LUC) Fund, for perpetual investment in long-term, transformational, community-led local projects in left-behind areas. We see this as potentially a way to fund our final phase 3 investment round. Our issue is that if we can't find investors or grants at this stage, we won't make it to the next. Plymouth CC and some of our private investors are looking to reinvest now....if there's a possibility of any stage 2 investment, we'd love to hear from you.

The 'so what' of South West Mutual is the real world benefits in terms of investment in micro / small businesses, socially oriented organisations and keeping money local that would otherwise be leaching out of the region. Feedback we are seeing is that smaller businesses are being excluded due to their loan sizes being insignificant for the major lenders... or the lack of a proper relationship at local level means they are unwilling to try to seek lending. Deposits held locally with us, will be reinvested locally via a new network of branches and field-based relationship bankers. From a social purpose perspective, we will help tackle financial inclusion and the poverty premium. Housing associations are keen to see viable alternatives to high cost lenders and the digital by default attitude of the main high street banks which is not appropriate for rural areas or those without access to a smart phone. Similarly, our proposed bank account will help people to properly manage the money they have – following a cash first model as recommended by debt management charities".

5 Credit Unions

- 5.1 The Partnership are keen to expand the use of credit unions within Torbay to provide alternative credit facilities to Torbay residents which may help some of our financially vulnerable residents.
- 5.2 There are two credit unions that cover the Torbay area.
 - a) City of Plymouth Credit Union Ltd. <https://cpcu.co.uk/>
 - b) Westcountry Savings and Loans. <https://www.westcountry.org.uk/>
- 5.3 The proposal is not to set up a Torbay specific credit union but to work with one or both of the two existing credit unions to establish a higher profile of the availability of these credit unions for Torbay residents. This could be by means of a Torbay specific "gateway" to access the credit union.
- 5.4 The allocation of £10,000 would be a maximum sum to be used to establish the Torbay specific gateways.

6 Green Bond

- 6.1 Linked to community engagement, the Council's Green agenda and turning the tide on poverty (in providing an above bank base rate of return) the Partnership is proposing to establish a green bond for local Torbay residents to invest in.

- 6.2 The bond in Torbay is expected to be similar to the one recently issued by West Berkshire Council. The fund will be managed (for a fee) by a provider who will deal with all the financial transactions and administration.
- 6.3 The Bond will be used to part finance green projects such as solar panels the council would develop. The Council will then allocate some of that return to the investors and to cover the administration costs. As a guide the West Berkshire bond is for 5 years and will return a net 1.2% per annum.
- 6.4 There may be the option of linking the Torbay Green Bond with announcements linked to the COP 26 Climate Conference. If this is possible this will be incorporated into the launch of the Torbay scheme.
- 6.5 Link to Bond. <https://www.abundanceinvestment.com/west-berkshire>
- 6.6 Link to details of the bond. <https://www.abundanceinvestment.com/our-impact/investments/west-berkshire-2025>
- 6.7 Any scheme that the Council chooses to invest in will be subject to the appropriate approval process for capital schemes funded from borrowing including a business case to ensure the future income needed to meet repayment of borrowing and payments to investors. The green bond is a form of borrowing and will be accounted as such in the funding any relevant project.

Meeting: Cabinet

Date: 18 May 2021

Wards affected: All Wards

Report Title: Council Business Plan 2021/2022

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

Director/Assistant Director Contact Details: Kate Spencer, Head of Policy, Performance and Community Engagement, kate.spencer@torbay.gov.uk

1. Purpose of Report

- 1.1 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.
- 1.2 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 year and then details specific actions which will be undertaken over the next 12 months. The Business Plan also includes outline actions for future years.

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 ensuring that there is a planned approach to the delivery of the Community and Corporate Plan over the next 12 months and beyond.
- 2.2 The Business Plan sets out details as the relate to each to the visions within the Community and Corporate Plan.

- 2.2 The reasons for the decision are 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.

3. Recommendation(s) / Proposed Decision

- 3.1 That the Council Business Plan for 2021/2022 be approved.

Appendices

Appendix 1: Council Business Plan 2021/2022

Background Documents

None

Supporting Information

1. Introduction

- 1.1 One Torbay: Working for all Torbay – the Council's Community and Corporate Plan – was agreed by Council at its meeting on 27 February 2020. There are a number of plans and strategies which sit below One Torbay: Working for all Torbay. Each one of these provides further details of the Council is working towards meeting its ambition of a Thriving Torbay.
- 1.2 In order to provide focus, the Cabinet has prepared a Council Business Plan which sets out the specific actions which will be undertaken over the next 12 months to deliver against the Community and Corporate Plan. They will be the focus of the Leader of the Council and his Cabinet and progress against the plan will be continuously monitored.
- 1.3 As actions are delivered, the next iteration of the Business Plan will be developed in accordance with the Performance and Risk Strategy.

2. Options under consideration

- 2.1 The actions included within the Business Plan have been developed collaboratively between the members of the Cabinet and the Senior Leadership Team. They reflect the ambition of the Cabinet and the wider Council.
- 2.2 An alternative would have to develop a second Delivery Plan. However, the Business Plan enable the Council to reflect on the achievements of the past year and to set the planned actions in context.

3. Financial Opportunities and Implications

- 3.1 The actions within the Business Plan will be taken into account as part of the Council's financial planning. Any actions which are not currently funded will be subject to the usual decision making processes when the financial implications are fully considered.

4. Legal Implications

- 4.1 The legal implications of the actions within the Business Plan will be consider through the appropriate decision making process.

5. Engagement and Consultation

- 5.1 As plans are progressed as outlined within the Business Plan the appropriate engagement and consultation will take place.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 Any consideration under the Public Services Value (Social Value) Act 2021 will be taken into account in the decision making around each action within the Business Plan.

7. Tackling Climate Change

- 7.1 One of the visions with the Community and Corporate Plan is to tackle climate change. As such, there are specific actions included within the Business Plan on this issue.

8. Associated Risks

- 8.1 The risks of the actions within the Business Plan will be considered through the appropriate decision making process.
- 8.2 The risk of not agreeing the Business Plan is that the Council's resources are not utilised effectively and efficiently in delivering our ambition.

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	The aim of the Plan is to have a positive impact on this group.		
People with caring Responsibilities	The aim of the Plan is to have a positive impact on this group.		
People with a disability	The aim of the Plan is to have a positive impact on this group.		
Women or men	The aim of the Plan is to have a positive impact on this group.		
People who are black or from a minority ethnic background (BME) (Please note Gypsies / Roma are within this community)	The aim of the Plan is to have a positive impact on this group.		
Religion or belief (including lack of belief)	The aim of the Plan is to have a positive impact on this group.		
People who are lesbian, gay or bisexual	The aim of the Plan is to have a positive impact on this group.		
People who are transgendered	The aim of the Plan is to have a positive impact on this group.		
People who are in a marriage or civil partnership	The aim of the Plan is to have a positive impact on this group.		
Women who are pregnant / on maternity leave	The aim of the Plan is to have a positive impact on this group.		
Socio-economic impacts (Including impact on child poverty issues and deprivation)	The aim of the Plan is to have a positive socio-economic impact.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The aim of the Plan is to have a positive impact on the general health of the population of Torbay.		

10. Cumulative Council Impact

- 10.1 One of the aims of the Business Plan is to ensure that the cumulative impacts of the Council's strategies, policies and plans have a positive impact on the area and its residents.

11. Cumulative Community Impacts

- 11.1 The Council is continuing to work with its partners across the public sector to ensure a positive cumulative impact on the area and its residents.

Business Plan 2021-2022

DRAFT v7 – for approval by Cabinet

Contents

One Torbay: Working for all Torbay	3
Our Ambition	5
Our Mission	5
Four Visions	5
Thriving People	5
Thriving Economy	6
Tackling Climate Change	6
Council Fit for the Future	6
Thriving People	7
Last year's achievements	7
Our focus for the next two years	8
Our Priority Actions for 2021-2022	10
Outline Actions for 2022-2023	13
Thriving Economy	14
Last year's achievements	14
Our focus for the next two years	14
Our Priority Actions for 2021-2022	16
Outline Actions for 2022-2023	18
Tackling Climate Change	20
Last year's achievements	20
Our focus for the next two years	20
Our Priority Actions for 2021-2022	21
Outline Actions for 2022-2023	23
Council Fit for the Future	25
Last year's achievements	25
Our focus for the next two years	26
Our Priority Actions for 2021-2022	26
Outline Actions for 2022-2023	28

One Torbay: Working for all Torbay

As a partnership leading Torbay Council, our ambition is a thriving Torbay, turning the tide on poverty despite the challenges of a global pandemic. We are delivering investment in our economy, our climate and our people.

In April 2020, across the country, people were told to stay at home and, for most of our staff, that is what they did. As an organisation, however, we continued to operate to provide existing and new services to our communities. Thanks to our investment in technology there was a seamless transfer from working in the office to working from home. We worked across organisations and sectors to provide assurance, practical assistance and financial support. Across Torbay, voluntary organisations, businesses, communities and neighbourhoods stepped up and together we responded to the Covid-19 pandemic.

Our day-to-day work has also continued with our improvement programme in Children's Services making a difference in the lives of our children and young people. We have set up a Strategic Housing Board with an independent Chairman to drive delivery of our Housing Strategy. We have also established TorVista Homes to maximise the supply of social and affordable housing in Torbay whilst also helping to meet our wider strategic housing needs. TorVista has recently achieved Registered Provider status which means it is able to access additional funding to increase the supply of social and affordable homes.

We have been allocated funding from both the Towns Fund and the Future High Street Fund which will see us revitalise Torquay and Paignton. As part of our plans, we purchased the Debenhams building in Torquay and served a Notice of Compulsory Purchase on Crossways in Paignton.

A new wholly owned Council company – SWISCo – was established in summer 2020 which is providing a range of frontline services as part of our vision of improving Torbay. The work of the grounds maintenance teams was enjoyed by residents and visitors alike when we were able to meet again in our parks and gardens.

We have ambitious plans for the coming year and into 2023. Our Children's Partnership Early Help Model will provide better integration between services, promoting more joined up support for families. Fostering a community-led approach to Early Help will provide a sense of a child friendly Torbay where communities are provided with the support they need to help each other.

We will build on the success of the Torbay Help Line as we develop a single route of referral for all adult social care requests.

Our plans for regenerating our town centres and seafront areas are being put into place with projects such as redevelopment of The Strand in Torquay and replacement of the festoon lighting in Paignton and Torquay.

At the same time, we will work to increase the levels of skills within our community, supporting people into employment.

We will be working with all our partners and our communities to develop a new carbon neutral action plan for Torbay. In particular, we want to set out how our tourism offer can be shaped to make the most of the natural beauty of Torbay – developing the eco-tourism offer. Hand-in-hand will go our work to enhance the biodiversity in Torbay.

Our work to continue to strengthen links with the community, enabling and empowering us to all act together will be an ongoing theme over the coming year. This will be through both community-led projects, encouraging a diverse base of suppliers and using the skills across our workforce to provide support to projects and initiatives within the community.

This Business Plan sets out in much more detail what we have achieved, together, over the past year and the priorities that we want to deliver over the next year, into 2023. We fundamentally want to do things differently, working with individuals, communities and partners. Together we can create One Torbay: Working for all Torbay.



Councillor Steve Darling

Leader of the Council



Councillor Darren Cowell

Deputy Leader of the Council
and Cabinet Member for Finance

Our Ambition

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.

Our Mission

In achieving our Ambition, we will be a Council that supports, enables and empowers our residents, our communities and our partnerships, and we will do this by an approach of:

- Enabling our communities
- Using reducing resources to best effect
- Reducing demand through prevention and innovation
- Taking an integrated and joined up approach

Four Visions

The Council's Community and Corporate Plan sets out four visions to the achievement of our Ambition, namely:

Thriving People

We will turn the tide on poverty

- Protect and involve children and young people
- Reduce levels of deprivation in the Bay
- Improve the delivery, affordability and quality of housing
- Make greater use of our natural assets and cultural offer

We will have high aspirations for all of our residents

- Support healthy, physically active lives for all
- Promote good mental and physical health, reducing the occurrence of preventable illnesses
- Reduce reliance on addictive substances

We will build safer communities

- Work with partners to tackle crime, including exploitation, and its effects
- Work with partners to reduce offending and reoffending and its impacts
- Work with partners to tackle domestic abuse and sexual violence and its effects

Thriving Economy

We will create an environment in which businesses and jobs can grow and where we have a local economy which is successful and sustainable

- Capitalise on the unique strengths of our economy
- Focus on areas of significant deprivation
- Build community wealth
- Support the creation of University College South Devon
- Close the educational attainment gap and broaden the skills base within the workforce
- Protect and accelerate the development of employment space to accommodate business growth

We will be the premier tourist resort in the UK

- Regenerate and re-invent our town centres
- Capitalise on our unique heritage

Tackling Climate Change

We will become a Carbon Neutral Council and work with other to create a carbon neutral community

- Increase recycling rates
- Reduce Torbay's carbon footprint
- Encourage a sustainably developed built environment
- Implement re-wooding and rewilding
- Address flooding risks
- Improve communications and transport connectivity and sustainability

Council Fit for the Future

We will create a culture of partnership between the Council and communities

- Use technology to drive change
- Promote community resilience
- Become an enabling Council

This Business Plan sets out what has been achieved over the last 12 months in respect of each of the Visions, and details what we seek to achieve going forward. The Council or its wholly owned companies (including TDA, SWISCo and Tor Vista Homes) will deliver the actions within this Plan in accordance our mission and approach set out in the Community and Corporate Plan.

Last year's achievements

We've supported and worked with Torbay Food Alliance (made up of community and voluntary sector organisations) which was set up as a direct response to the Covid-19 pandemic, with a common goal to ensure that no-one in Torbay went hungry during the crisis.

Our Children's Services Learning Academy launched in September 2020 so that we can develop our social workers of the future, and we have now partnered with South Devon College to support our Community Care workers to undertake the Level 4 apprenticeship in 'Working with Children, Young People and Families'. Both are part of our "grow your own" initiative offering various routes into social work.

Part of the adult social care precept was used to fund a range of community and voluntary sector projects including:

- helping local communities take their own social action in their neighbourhoods,
- developing the support for the learning disability community,
- supporting the Torbay Helpline, and
- developing much needed mental health services.

The Autumn for All Ages programme currently includes fifteen care homes engaging in visits and activities with early years providers across the bay. Once lockdown restrictions were imposed the majority of this stopped, but some settings and childminders continued to contact care home residents for chats and updates online or to 'window wave' or chat through a safety barrier.

We approved a record number of new fostering families in the past year, bringing the total number of fostering households in Torbay to 86. Giving a child a home in the place where they grew up, means they get to stay in Torbay and remain in their school with their friends.

Backed up by financial investment, we have made significant changes in the management and practice around Children's Services. We are now seeing improvements in the outcomes for our children as well as delivering an overall financial benefit.

We have introduced Family Group Conferences which are attended by children, young people and their parents, in which they get to play a full part in deciding, with key professionals, what support services they will receive. The aim is to build, strengthen and repair relationships between children and their families.

We have made significant improvements within Children's Services, with our Government-appointed Commissioner describing the service we provide to children as "unrecognisable" from where it was. As a result, we are no longer under the scrutiny of a children's appointed commissioner and are supported by an improvement advisor.

We are delivering £8 million of investment in Torbay's schools, including St Cuthbert Mayne School, Paignton Academy, Brunel Academy and Burton Academy.

We have established a new Strategic Housing Board, which held its first meeting on 1 March 2021 with Alistair Allender as its independent chairman. The Board will work collaboratively to identify issues, gather data, explore solutions and implement change; sharing learning and experience to assist the Council to deliver its Housing Strategy.

Case Study

Over the past year, the Council supported and facilitated the Torbay Food Alliance - a consortium of 12 food banks and community voluntary organisations as a response to the Covid-19 pandemic.

The Alliance united around a common goal: to ensure that no-one in Torbay goes hungry during the crisis.

It brought together community food resources and fundraising efforts, providing co-ordinated support to people who struggled to access food, helping the poorest and most vulnerable in Torbay.

Building on this approach we are now co-operatively developing a strategic food partnership for Torbay, which will take a long-term collaborative approach - creating a resilient local food system. We will tackle food system issues and work in partnership to explore creative, innovative solutions to establish a vibrant resilient food system, where good, healthy and sustainable food is available to all.

The food partnership is multi-sector, with a systems-approach that involves and connects key actors across all parts of the food system. It will take a strategic and co-operative approach to good food governance, with the following priorities:

- Tackling food poverty, diet-related ill-health and access to affordable healthy food – prioritising the immediate issue of school holidays,
- Supporting the creation of a vibrant, prosperous and diverse sustainable food economy,
- Tackling the climate emergency through an end to food waste, and
- Build public awareness, active food citizenship and a local good food movement.

This example of our co-operative approach embodies how we are committed to the principles of co-operation, social responsibility, solidarity and equality.

Our focus for the next two years

The last year has been dominated by the Covid-19 pandemic and the response to it. As we move into the next phase of living with Covid-19 we can anticipate new challenges that we need to address. Equally the pandemic has strengthened partnerships and accelerated new ways of working that will continue to benefit our residents.

The Children's Partnership Early Help Model has been developed and well-received and with its package of initial deliverables it will go live on 4 May 2021.

The new but established Early Help Implementation Board has made strong strategic links made with the 0-19 Partnership to avoid duplication and is aligned with the Council's Sufficiency Board to ensure accountability.

The model itself is predicated on partnership locality teams / networks with key links to the voices, needs and desires of the local communities. The networks / teams will be focussed on maximising resources in the three localities of Torquay, Brixham and Paignton, and across Torbay itself, as well as identifying local needs or gaps and suggesting how community strengths may address them.

The model also includes the intention to work with the Community Hubs via Adult Services to build in services for families of children and young people, increasing the access to and visibility of services, supported by a range of identifiable “spokes” to the hubs in the community. The Early Help Implementation Board is overseeing these developments and has incorporated the principles and intent of the Torbay Promise in an enhanced Early Help Plus offer to families in a defined geographical area, providing particular support to the first 1001 days of an infant’s life.

We will continue to strengthen and develop our responses to child exploitation with partnership arrangements in place to both identify and safeguard victims of exploitation and a strong commitment to disrupting perpetrators of exploitation.

Children deserve a safe place to grow up and live and therefore we are making a commitment to support children so that they have access to local parks, local leisure, learning, play and culture. We want children to be part of their local community. We recognise that there are real challenges around housing and poverty and we will work with housing colleagues to support families to live in good quality accommodation. This would involve a different way of working that becomes a more family friendly approach. We have established a Housing Board and will to bring together the people and place aspect of housing. we want to work with housing associations and private landlords and build on existing arrangements, how they support families and recognising additional care needs.

We will embed a culture of recognising and responding to our cared for and care experienced young people as corporate parents. We want to enhance our role and accountability and have expanded the vision of Corporate Parenting to look at how we support this in the community, through building support in the community and increasing relationships with local business to expand this support across the whole of Torbay.

We will focus on the mental and physical health of our residents as we emerge from Covid-19 restrictions and will continue to build on our relationship with schools and South Devon College to provide supportive environments for children and young people. We will also co-produce a strategy with people with Learning Disability, focussing on independence, health and employment

We will further strengthen and develop our responses to child exploitation with partnership arrangements in place to both identify and safeguard victims of exploitation. There is a strong commitment to disrupting perpetrators of exploitation.

We will be developing an exploitation strategy with full partnership involvement to give us clear steer and direction in making Torbay a safer place for children, families and communities with a zero tolerance of exploitation. The strategy will not only protect children and families but will ensure that those children approaching their 18th birthday will have identified packages of support into adulthood where they have continued risk of exploitation.

We will deliver against the Housing Strategy, in particular on delivering housing on the sites we have already identified, with a focus on social and affordable housing and improving access to temporary housing. It is important that when people find themselves in need we can provide suitable emergency accommodation for them or better still prevent them from losing their home. Work will focus on ensuring sufficient properties are available and that we have mechanism in place to enable people to move on to permanent homes as quickly as possible. Access to affordable accommodation is an imperative to prevent homelessness.

The Future Front Door project, part of the Adult Social Care Improvement Plan, will develop a single route of referral for all adult social care requests, creating one clear picture of demand and capacity for commissioned services. The aim is to create a deeper connection to our community and further support the established integrated approach of health and social care. We will develop a holistic approach to the future use of community centres, based around mutual support and shared experience, to extend the wider community benefits.

A strategic food partnership for Torbay will be developed which will take a collaborative approach to create a more resilient local food system, which is good for both people and the planet. The partnership will look to enable access to cheap, healthy food, fairly.

Our Priority Actions for 2021-2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
1. Deliver and update our Housing Strategy Action Plan, including working with developers to encourage sites to be brought forward, to ensure a five-year housing land supply, thereby protecting our green spaces.	Economic Regeneration, Tourism and Housing	Assistant Director – Planning, Housing and Climate Emergency	In progress with work ongoing to April 2022
2. Continue to work to enable work to start on stalled development sites across Torbay.	Economic Regeneration, Tourism and Housing	Assistant Director – Planning, Housing and Climate Emergency	In progress with work ongoing to April 2022
3. Identify and implement temporary traveller stopping sites within Torbay.	Economic Regeneration, Tourism and Housing	Assistant Director – Planning, Housing and Climate Emergency	In progress with completion by May 2022
4. Plan and establish a programme for delivery of Extra Care Housing.	Adults and Public Health	Director of Adult Services	In progress with

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
			completion by July 2021
5. Develop a sufficiency strategy approach to reduce the need for temporary accommodation.	Economic Regeneration, Tourism and Housing	Assistant Director – Community Services	In progress with completion by July 2021
6. Working with Registered Providers across Torbay, facilitate the availability of social and affordable accommodation to enable people to move on from temporary accommodation including ‘next steps’ accommodation.	Economic Regeneration, Tourism and Housing	Assistant Director – Community Services	In progress with completion by July 2021
7. Plan and deliver a programme of work to improve the standard of accommodation in the private rented sector through, empowering residents, enforcement and an area-based intervention program.	Corporate and Community Services	Assistant Director – Community Services	In progress with completion by June 2021
8. Building on the Torbay Community Helpline, implement a new “front door” to adult social care.	Adults and Public Health	Director of Adult Services	In progress with completion by October 2021
9. Deliver the vision for adult social care, including the development of a local outcome framework (in line with the anticipated, revised Adult Social Care Outcomes Framework).	Adults and Public Health	Director of Adult Services	In progress with completion by April 2022
10. Build on our positive relationship with schools as we develop programmes to deliver out educational disadvantage strategy focussing on raising attainment whilst strengthening emotional and well-being support.	Children’s Services	Assistant Director – Education, Learning and Skills	In progress with completion by July 2022
11. Deliver aspirational and efficient services for children and young people with special educational needs and disabilities.	Children’s Services	Assistant Director – Education, Learning and Skills	In progress with completion by July 2022
12. In collaboration, finalise and progress the Torbay Mental Health and Suicide Prevention Alliance Action plan with work-streams including:	Adults and Public Health	Director of Public Health	In progress with completion by April 2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
<ul style="list-style-type: none"> developing community and voluntary sector mental health network/s supporting implementation of the community mental health framework improving access to information for the public and professionals to support mental resilience to the effects of pandemic. 			
13. Agree recommendations from the Torbay On The Move appreciative inquiry.	Adults and Public Health	Director of Public Health	September 2021
14. Seek funding for Safer Towns Initiative to improve perception and safety in Torquay town centre and surrounding area.	Corporate and Community Services	Assistant Director – Community Services	June 2021
15. Deliver the new integrated Domestic Abuse and Sexual Violence Strategy.	Adults and Public Health	Director of Public Health	In progress with completion by April 2022
16. Work with schools to ensure a zero-tolerance approach to bullying (in all its forms).	Children's Services	Assistant Director - Education, Learning and Skills	In progress with completion by July 2022
17. Reposition our night-time economy through the implementation of the Evening and Night Time Economy Strategy.	Corporate and Community Services	Assistant Director – Community Services	In progress with completion by October 2021
18. Work with the community and voluntary sector to assess the capacity, role and future of our community centres.	Adults and Public Health	Director of Adult Services	In progress with completion by January 2022
19. Develop a strategic food partnership for Torbay to take a collaborative approach to create a more resilient local food system.	Adults and Public Health	Director of Adult Services	In progress with completion by

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
			September 2021

Outline Actions for 2022-2023

Outline Action	Cabinet Portfolio	Senior Officer
20. Completion of Torre Marine extra care housing.	Adults and Public Health	Director of Adult Services
21. Agree the definitive approach for the re-procurement of the commissioned elements of the Lifestyles Service.	Adults and Public Health	Director of Public Health
22. Complete procurement of the Multiple Complex Needs Alliance.	Adults and Public Health	Director of Public Health
23. Continue the work with the community and voluntary sector to enhance our community centres so that they can continue to provide a vital role within their communities.	Adults and Public Health	Director of Adult Services
24. Build on our relationship with Torbay and South Devon NHS Foundation Trust to see the delivery of the new hospital.	Leader of the Council	Chief Executive

Thriving Economy

Last year's achievements

Since the start of the Covid-19 pandemic, we have paid out £93 million of grants to businesses across Torbay which were impacted by the pandemic.

Working across the public and private sectors, we launched our Wealth Building Programme, encouraging Torbay's larger companies and anchor institutions to invest more in the local economy. This will build on the community cohesion evident during the lockdowns and amplify the Keep It Local initiative.

The English Riviera UNESCO Geopark was awarded another four years membership of the expanding Global Geoparks Network. We are one of 161 Geoparks in 44 countries supported by United Nations Educational, Scientific and Cultural Organisation.

The new beach hut style public toilets at Preston Green were opened as part of a £2 million investment. Working with Healthmatic, and in partnership with the Beach Hut Users Group and local NHS, they include a defibrillator to support emergency service response times.

We have been offered a Town Deal for Torquay and will submit detailed business cases to unlock an incredible £21.9m investment from the Towns Fund to drive economic regeneration in the town.

As part of our plans to regenerate Torbay's town centres, we have purchased a prime retail site on the Strand at Torquay. The buildings are expected to be vacated by Debenhams in the near future and we will be seeking to obtain planning permission for a mixed-use development which will benefit economic and housing growth.

The Notice of Compulsory Purchase has been served on Crossways in Paignton and planning application for its demolition has been submitted.

We have been allocated Future High Street Funding for Paignton which will kick start regeneration around the town centre in Paignton Station Square, Torbay Road, the Victoria Centre and Crossways.

Case Study

TDA works closely with local businesses to understand their growth ambitions and what barriers are preventing that growth. One of the frequent challenges that businesses face is finding the right type of space for their business within the local area. In mid-2019 TDA sought permission from the Council to develop 1200 square metres of new employment space at Torbay Business Park in Paignton. The Council agreed and provided loan finance for TDA to develop this space. Despite the pandemic the scheme was 50% let on completion in March 2020 and is now fully let with the tenant businesses in new good quality space.

Our focus for the next two years

Before the pandemic Torbay was beginning to take greater steps to address the economic challenges that the community faces. The Council has worked with partners locally to attract

significant funding to provide momentum to the town centre transformation plans especially in Paignton and Torquay and there will be a focus until 2024 on the development and delivery of the projects that will bring about change across our towns and create the space and opportunities for Torbay to thrive.

With funding secured for the programmes in Paignton and Torquay there will be a focus on how key projects that will provide similar opportunities in Brixham can be delivered. The Council will continue to work with partners including the Town Council to identify investment opportunities and, in particular, to bring forward an extension of the fish market and town centre regeneration.

While the pandemic has hit many local businesses hard, there is a steady interest for more space from businesses, growing local businesses and businesses who want to be in Torbay. The Council will work with partners, including Neighbourhood Forums, to identify employment space and will take an active role in bringing schemes forward to support business and employment growth.

The physical regeneration of the place will be supported through work to help local businesses connect with markets and customers. The Council will commission support to help businesses in the visitor economy and independent retail businesses improve their digital presence so that visitors and residents are more aware of the range of fantastic local businesses and better able to buy locally. Torbay's tourism sector is very important, the Council has taken a lead role regionally in championing the need for support for tourism across the Heart of the South West and will continue to make the case for government to support the sector's recovery with a development plan that will help Torbay and other places demonstrate to international and domestic visitors the world class natural environment and the emerging cultural offer of Torbay.

Together with the public sector partners, the Council will deepen Torbay's commitment to a local wealth building programme working with South Devon College and the Torbay and South Devon NHS Foundation Trust to understand the collective buying power of these organisations and supporting local businesses in raising their awareness of opportunities to supply the public sector and improving their ability to bid. Using "social value" consistently across this partnership will create more employment opportunities for local people.

Supporting people into employment and raising the overall level of skills within our community is another key theme. Torbay's economy has some strengths and is better positioned to support people's career ambitions than is commonly understood whether through the visitor economy, construction or through electronics and photonics. The Council will work with its partners to extend the Ready for Work project and to create better routes into these key sectors for young people as well as those considering career changes or outside of the labour market.

Bringing these themes together we will work with Torbay Together partners to continue making the case to Government and other investors on why Torbay is a great place for them to invest and where their investment makes a difference for this place and this community.

Our Priority Actions for 2021-2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
25. Completion of purpose-built manufacturing facility at Claylands, Paignton.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	August 2021
26. Achieve 75% occupation at EPIC	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	By March 2022
27. Identify the opportunities for the regeneration of Brixham Town Centre.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	In progress with completion by December 2021
28. As part of the Economic Repositioning Plan, implement Build Torbay which will raise awareness of opportunities in the construction sector locally and increase the supply of, and skill levels, of local people into the sector.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	September 2021
29. Commence work on the redevelopment of 12-14 The Strand (former Debenhams building).	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)	In progress with completion by December 2021
30. Undertake the harbour public realm improvements as part of Torquay Town Deal.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	In progress with completion by October 2021
31. Continue with design work on Edginswell Station project as part of Torquay Town Deal.	Director of Place	Director of Economic Strategy (TDA)	In progress with work ongoing to March 2022
32. Agree the potential programme of works for the restoration of the Pavilion, Torquay.	Economic Regeneration, Tourism and Housing	Director of Place	In progress with completion by December 2021

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
33. Update the English Riviera UNESCO Global Geopark Management Plan.	Infrastructure, Environment and Culture	Director of Place	June 2021 – March 2022
34. Replace the ornamental/festoon lighting at Paignton and Torquay Seafront.	Infrastructure, Environment and Culture	Chief Operating Officer – SWISCo	In progress with completion by July 2021
35. Identify capital investment to improve the ornamental/festoon lighting at locations other than Paignton and Torquay Seafront.	Infrastructure, Environment and Culture	Chief Operating Officer – SWISCo	In progress with completion by December 2021
36. Review event space investment options at Paignton Green and Torre Abbey Meadows.	Infrastructure, Environment and Culture	Director of Place	In progress with completion by December 2021
37. Obtain Blue Flag status on at least six beaches.	Infrastructure, Environment and Culture	Director of Place	By May 2021
38. Endeavour to create a Beach Management Forum	Infrastructure, Environment and Culture	Director of Place	May 2021 – July 2022
39. Develop and implement a Changing Places policy in order to promote, create and maintain changing places toilets.	Adults and Public Health	Director of Adult Services	In progress with completion by December 2021
40. Agree and commence delivery of the Heritage Strategy Action Plan	Infrastructure, Environment and Culture	Director of Place	September 2021
41. Develop an emerging strategy for the future of Oldway Mansion and apply for grant funding.	Infrastructure, Environment and Culture	Director of Place	In progress with completion by October 2021
42. Develop an emerging strategy for the future of the Parkfield estate in Paignton.	Infrastructure, Environment and Culture	Director of Place	May – October 2021

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
43. Submit Torbay's application for Levelling Up Funding and ensure delivery of projects.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	Autumn 2022
44. Acquire Crossways Shopping Centre in Paignton to facilitate the regeneration of the area.	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)	By October 2021
45. Commence delivery of projects as part of the Getting Building fund (Lymington Road and enabling works at Edginswell).	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)	June 2021

Outline Actions for 2022-2023

Outline Action	Cabinet Portfolio	Senior Officer
46. Review existing Beach and Promenade Bye Laws and consider applying for updated Bye Laws.	Infrastructure, Environment and Culture	Director of Place
47. Secure funding to enable the extension of the fish market at Brixham Harbour.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)
48. Commence delivery of regeneration projects in Brixham Town Centre.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)
49. Continue delivery of Torquay Town Deal projects, namely the Pavilion, Coastal Pinch Point and Torquay Town Centre.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)
50. Commence work at Station Square, Paignton as part of the Future High Streets programme.	Economic Regeneration,	Director of Economic

Outline Action	Cabinet Portfolio	Senior Officer
	Tourism and Housing	Strategy (TDA)
51. Commence work at Torbay Road, Paignton as part of the Future High Streets programme.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)
52. Commence delivery of projects within the Edginswell employment space.	Economic Regeneration, Tourism and Housing	Director of Asset Management, Investment and Housing (TDA)
53. Support the Council's tenants at the Living Coasts site in Torquay and help them identify a long-term solution.	Economic Regeneration, Tourism and Housing	Director of Place
54. Build the business case for the Northern Arm, Brixham	Infrastructure, Environment and Culture	Director of Place

Tackling Climate Change

Last year's achievements

We continue to offer energy saving advice and some grants to improve homes through Exeter Community Energy.

During the summer, we used funding from the Emergency Active Travel Fund to widen pavements and create shared spaces for cyclists and pedestrians. This was to help maintain social distancing and to reduce overcrowding on public transport.

We established SWISCo, a new wholly owned company to provide a range of frontline services such as waste, recycling, highways, street scene and grounds maintenance services. SWISCo's vision is to improve and sustain where we live and work by transforming service delivery.

Since 1 July 2020, more than 5 million waste and recycling collections have been made and we are now looking to increase our recycling rate to 50% by 2023.

The team at SWISCo have worked throughout the pandemic to maintain the parks and open spaces throughout Torbay. They have sowed Urban Flower seed mix in seasonal flower beds across Torbay, including Abbey Park and Higher Furzeham, Brixham. The displays were stunning as well as having huge benefits for pollinating insects.

We have secured just over £3m from the Environment Agency for a new sea defence wall at Paignton and Preston. The proposed wall will help protect over 350 properties from rising sea levels and increased storms.

Case Study

In May 2020, our gardeners completed the planting of annual flower seeds in some of the flower beds around Torbay. Whilst the beds at first appeared just to have bare soil, by the summer the seeds bloomed into an array of bright colours from 14 different species including marigolds, poppies and cornflowers.

Particularly impressive were the flower beds in the Italian Gardens on Torquay seafront with residents and visitors alike enjoying the vibrant, long lasting annual display. The use of this type of planting provides a habitat for bees and butterflies as part of our commitment to improve biodiversity across Torbay.

Our focus for the next two years

We want to Torbay to thrive now and for future generations which is why we will continue to play our part in addressing climate change.

Over the course of the coming year, we will deliver immediate action to tackle climate change and refresh and develop longer term plans to work towards creating a carbon neutral Council and wider Torbay by 2030.

We will deliver our recently launched Carbon Neutral Torbay Initial Action Plan which focusses on short term actions that will be delivered in 2021/2022. The Council will also develop a new carbon neutral Council programme, focussing on working towards decarbonising our estate, operations and services. We have just nine years to deliver carbon neutrality which will be a highly challenging target to meet. It will require all directorates and services to work together. We will establish a cross directorate officer group to better coordinate and accelerate action.

We will also work with the community to co-design a new carbon neutral Torbay action plan for 2022 onwards – working towards achieving carbon neutrality by 2030. We will develop these plans in 2021 through significant community-led engagement including climate conversations and the establishment of a new climate community partnership/group. As the international and national spotlight is focussed on climate change during the 26th UN Climate Change Conference of the Parties (COP26) (hosted in Glasgow), we will ensure that the local spotlight is also on the part we can all play in tackling climate change. Initiatives will include plastic-free Torbay, developing an eco-beaches project and promoting community litter picking. We will work with the Torbay Business Improvement District Company to develop an eco-tourism offer across Torbay.

We will work to enhance the biodiversity, and tackle species decline, across Torbay, through our tree planting programme (which will also have a positive impact on our carbon neutral approach) and reviewing how our grass verges can be used to encourage wild flowers and other bee-friendly options.

Over the longer term, we will implement our new Council and Torbay wide carbon neutral plans. Actions have not yet been identified, however, they are likely to prioritise rapid acceleration of a range of actions to scale up and accelerate programmes to decarbonise our homes, businesses and transport networks, actions to generate more renewable energy and to green Torbay.

We want to support Torbay to recover from COVID-19 by building back greener. A lot of the actions we will take to tackle climate change can also create a range of economic and social benefits like job creation, new training opportunities and help us tackle health and social issues such as fuel poverty and poor quality housing. We will maximise these opportunities over the next two years and beyond.

Our Priority Actions for 2021-2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
55. Obtain planning permission for the development of two solar farms in Torbay.	Infrastructure, Environment and Culture	Director of Asset Management, Investment and Housing (TDA)	By October 2021

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
56. Finalise and adopt Local Cycling and Walking Infrastructure Plan alongside the Local Transport Action Plan and commence delivery of at least £120,000 of walking and cycling/E bike projects.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	In progress with completion by April 2022
57. Working with the Environment Agency, communities and businesses, identify a solution to reduce the number of properties at risk from flooding along Paignton and Preston sea fronts.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	In progress with work ongoing through to March 2023
58. Deliver effective tree planting schemes as part of a new three-year funded i-tree 2 initiative, including community participation and the launch of a supportive Tree Warden scheme.	Infrastructure, Environment and Culture	Chief Operating Officer – SWISCo	June 2021 – March 2022
59. Help residents to recycle more of their waste, focussing initially on their food waste and then through the introduction of a new charged-for garden waste collection service.	Infrastructure, Environment and Culture	Chief Operating Officer – SWISCo	In progress with work ongoing to March 2022
60. Continue to deliver energy saving advice to homes in fuel poverty and establish an advice portal to help residents across Torbay to make energy efficient changes to their homes.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	In progress with work ongoing to March 2022
61. Install £1.8m of energy and carbon saving measures at Torbay Leisure Centre	Infrastructure, Environment and Culture	Director of Place	In progress with completion by March 2022
62. Bring electric vehicle charging points to selected car parks in Torbay and develop a plan for longer term implementation	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	Autumn/Winter 2021/22
63. Commence delivery of the new Carbon Neutral Council Programme, including	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing &	In progress with completion by April 2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
finalising a new Carbon Neutral Council Policy and Action Plan.		Climate Emergency	
64. Co-design with our communities and partners (across the public, private, community and voluntary sectors) a new Carbon Neutral Torbay Action Plan.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	In progress with completion by April 2022
65. Develop a new Open Spaces Strategy to ensure there is a clear approach to how we manage our open spaces.	Infrastructure, Environment and Culture	Director of Place	June 2021 – March 2022
66. Issue a guidance document setting out how policies in the Local Plan relate to climate change and how they should be complied with.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	By April 2022
67. Set up an Enhanced Partnership between the Council and local bus operators alongside a Bus Services Improvement Plan	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency	Winter 2021/22

Outline Actions for 2022-2023

Outline Actions	Cabinet Portfolio	Senior Officer
68. Deliver prioritised actions as identified in the Carbon Neutral Council Action Plan, including short and long term plans to explore how to decarbonise our estate, operations, services and council fleets.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency
69. Deliver prioritised actions as identified in the Carbon Neutral Torbay Action Plan, including exploring how to accelerate programmes of support the decarbonisation of our homes, businesses and transport networks	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing &

Outline Actions	Cabinet Portfolio	Senior Officer
		Climate Emergency
70. Continue delivery of walking and cycling initiatives as outlined in the finalised Local Cycling and Walking Infrastructure Plan.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency
71. Widen delivery of electric vehicle charging points.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency
72. Implement proposals set out in the Bus Services Improvement Plan.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency
73. Continue to deliver effective tree planting schemes as part of i-tree initiative, including the planting of over 350 over three years.	Infrastructure, Environment and Culture	Chief Operating Officer – SWISCo
74. Maximise the subsidy from the Decarbonisation Fund for replacing heat sources using fossil fuels.	Infrastructure, Environment and Culture	Assistant Director - Planning, Housing & Climate Emergency

Council Fit for the Future

Last year's achievements

We handed over the keys of the Tea Rooms at Oldway Mansion to a group of volunteers. Working with the Friends of Oldway is just one of many examples of how the council is working with the local community to improve the area. Last year more than 100 volunteer gardeners came forward when an appeal was put out for help with maintaining the grounds at Oldway Mansion.

We have worked with Groundwork South to encourage local people to come forward and volunteer in their parks and green spaces.

Despite the Covid-19 restrictions, we held our second Community Conference with 119 participants taking part on Zoom. We were able to celebrate the fantastic community and partnership response to the pandemic and heard about the opportunity for investment through LocalMotion.

We are using a range of communications channels to reach as many of our residents as possible. One of these is Facebook Live and, over the past year, we have run four 'Ask Us' events. These popular events have seen residents ask us questions on our response to Covid-19 and our proposals for our Budget for 2021/22.

We are continuing with our Council Redesign Programme so that we can modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient Council. We are working to build a co-operative partnership with our communities.

Over the past year and with the Covid-19 pandemic providing a further catalyst, the Council has moved to agile working. This has included the roll out of a new telephony system meaning that the contact centre can provide support to residents remotely, as well as laying the foundations for the move to Microsoft 365 which has, for instance, meant that our Children's Services and Legal teams can continue to safeguard children through the court system.

Case Study

On Thursday 18 June we hosted a Facebook Live "Ask Us about Covid-19" with a number of our partners. We wanted to provide our community with the opportunity to ask us questions about how we have been, and were continuing to respond to the pandemic.

Along with Cllr Steve Darling, the Leader of Torbay Council, the panel included:

- the Director of Public Health for Torbay;
- the Assistant Director for Education, Learning and Skills at Torbay Council;
- the Chair and Chief Executive for Torbay and South Devon NHS Foundation Trust;
- a representative for Torbay Police and
- the Lead Officer for the Torbay Community Development Trust.

The format enabled questions to be answered covering a wide range of areas as well as compliments being received around how our schools were opening safely and the great partnership working that had taken place during the initial Covid-19 lockdown. We also received

feedback that people would like to see more of these events in the multi-agency/partnership format.

Within 24 hours of the event starting, it had reached 36,271 Facebook accounts. This is the highest reach the council has received on all the Ask Us events we have held. During the event, there was a peak of 185 people watching at the same time with 192 comments received, 182 reactions and at least 36 shares.

Our focus for the next two years

We will seek to further strengthen our relationship with the community and voluntary sector, with a focus on developing a relationship of equals with everyone in our community. We will continue to work to develop trust and embed the principles of co-operation into all of our work, recognising the breadth of the community, voluntary and social enterprise sector within Torbay.

Torbay's communities have really come together during the Covid-19 pandemic and we've established a stronger relationship and understanding of what we can achieve together. This includes individuals supporting their neighbours, small groups working on a common goal and larger voluntary sector groups.

Community led projects will be developed using the strengths of local people and services with the learning used to roll out neighbourhood regeneration across the bay. For instance, within the Melville Project we will work on community and neighbourhood regeneration, with a focus on addressing key social problems via community engagement and co-production. The project will provide an opportunity to address issues such as poor private sector rented housing, use of public space and poverty, mental health, and concentrated substance misuse problems.

We will explore how the Council can use the skills of its workforce to make a difference in communities through opening up volunteering opportunities for its teams. Building on the Ward Facilitator scheme, we want to make sure our staff are connected to our communities as part of our overall approach to how we improve the Council's engagement across Torbay. We will also explore the Cities of Service model of social action, whereby as a whole community we focus our efforts and activities on the things which matter the most to us.

Our Social Value Policy will seek to encourage a more diverse base of suppliers, promote fair employment practices, maximise opportunities for Torbay organisations to participate in our supply chains and promote greater environmental sustainability.

Our Priority Actions for 2021-2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
75. Ensure greater focus on being an active partner on a regional basis, including working as part of the Integrated Care System and leading the delivery of the Heart of the South	Leader of the Council	Chief Executive	In progress with work ongoing to March 2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
West Coastal Productivity Plan, as we build a positive national profile.			
76. In accordance with the Events Strategy, facilitate the use of Council land for community events.	Infrastructure, Environment and Culture	Director of Place	May 2021 onwards
77. Implement a Customer Relationship Management system with the first iteration going live in January 2022 and developments over time to increase digital services and encourage channel shift whilst building a supportive digital advocacy service. Funding for this action is to be sought once a preferred supplier is identified.	Corporate and Community Services	Assistant Director of Corporate Services	In progress with completion by January 2022
78. Agree a robust three-year financial plan to ensure a sustainable future for Torbay Council.	Finance	Director of Finance	In progress with completion by September 2021
79. Use the Community Fund to support individuals, not-for-profit organisations and small businesses that want to undertake projects which improve the lives of Torbay's residents, as well as the environment of Torbay itself.	Corporate and Community Services	Chief Executive	In progress with completion by April 2022
80. Through the Community Wealth Building Board, develop a joined-up procurement approach for anchor organisations to make it simpler for local businesses bid for work.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)	In progress with completion by January 2022
81. Implement the Performance and Risk Framework to enable the Council to deliver against its priorities and put in place appropriate mitigation against the risks to its ambitions.	Leader of the Council	Chief Executive	In progress with work ongoing to March 2022
82. Continue to work with the community to deliver the Melville Project aimed at addressing issues of poor housing, use of public open	Adults and Public Health	Director of Adult Services	In progress with completion by April 2022

Priority Action	Cabinet Portfolio	Senior Officer	Indicative Date
space and concentrated substance misuse problems.			
83. Review and update www.torbay.gov.uk with a focus on enabling users to self-serve and providing information and data which empowers users.	Corporate and Community Services	Assistant Director – Corporate Services	In progress with completion by December 2021
84. Deliver improvements within the Planning Service ensuring improved responsiveness and accessibility together with a proactive approach.	Infrastructure, Environment and Culture	Assistant Director – Planning, Housing and Climate Emergency	In progress with completion by December 2021
85. Develop and deliver the Workforce Plan for the Council with the aim of being an employer of choice within Torbay with inclusive and flexible work practices, leading by example through initiatives such as Kick Start.	Corporate and Community Services	Chief Executive	In progress with completion by April 2022
86. Work across the Council and with our partners to ensure we are the best Corporate Parents possible.	Leader of the Council	Chief Executive	In progress with work ongoing to March 2022

Outline Actions for 2022-2023

Outline Action	Cabinet Portfolio	Senior Officer
87. Develop the Customer Relationship Management system in order to increase digital services and encourage channel shift to the provided web portal and, concurrently, develop the digital advocacy service to avoid digital exclusion.	Corporate and Community Services	Assistant Director of Corporate Services
88. Prepare the groundwork for a 'care co-op' that would provide a better solution in Torbay for the delivery of services to meet the needs working age adults (primarily those needs pertaining to independent living, integrated into the community).	Adults and Public Health	Director of Adult Services
89. Embed the Performance and Risk Framework ensuring that the Council is using appropriate data and analysis to drive service change and policy development.	Leader of the Council	Chief Executive

Outline Action	Cabinet Portfolio	Senior Officer
90. Using the feedback our customers, continue to develop www.torbay.gov.uk to enable digital access to more services.	Corporate and Community Services	Assistant Director of Corporate Services
91. Work with partners, including the Torbay Community Development Trust and the Integrated Care Organisation, to jointly develop and implement a volunteer strategy for Torbay.	Corporate and Community Services	Chief Executive
92. Submit bids to the Community Renewal Fund and the UK Shared Prosperity Fund.	Economic Regeneration, Tourism and Housing	Director of Economic Strategy (TDA)
93. Embed our approach to long term financial planning.	Finance	Director of Finance

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

Meeting: Cabinet

Date: 18th May 2021,

Wards Affected: All

Report Title: TorVista Homes Business Plan

When does the decision need to be implemented? Immediately

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

Supporting Director Contact Details: Kevin Mowat, Director of Place and Martin Philips, Director of Finance

1. Purpose of Report

1.1 To seek approval of the TorVista Business Plan.

2. Reason for Proposal and its benefits

2.1 We want Torbay and its residents to thrive.

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

We want 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.

2.2 Members will recall reviewing a draft Business plan at Cabinet on the 23rd March 2021. At the time an independent review of this Business plan had been undertaken and it was decided that the plan should incorporate any recommendations identified as part of the review before coming back to Cabinet for consideration. The plan at appendix A incorporates those recommendations and are shown 'tracked'.

2.3 The recommendations from the review focused around providing additional information and explanation around the assumptions used within the plan and further detail on the figures contained. The recommendations did not request any alterations to the figures or the objectives set out.

2.3 The proposals in this report help us to deliver this ambition by setting out an ambitious plan to significantly increase the number of affordable homes in Torbay, providing a range of accommodation types to assist all client groups. The

nomination rights Torbay Council will have to these properties will allow it greater flexibility to act strategically and meet the needs of those clients with complex and multiple needs.

- 2.4 The Business Plan sets out not only the financial aspects of the activity proposed but also the wider vision, strategic priorities and governance structures that are to be adopted.
- 2.5 The plan also sets out that, of the first 360 homes delivered by TorVista Homes over 200 will be social rent properties. Also within the first 360 homes it is proposing that TorVista Homes will deliver a wide range of 1,2,3 & 4 bed properties for:
- Extra Care
 - Temporary Accommodation
 - Off the shelf purchases
 - General needs accommodation
 - Sheltered accommodation

3. Recommendation(s) / Proposed Decision

- 3.1 That Cabinet approve the TorVista Homes Business Plan attached at Appendix A.

Appendices

Appendix A – TorVista Homes Business Plan – Confidential item - Part 2

Background Documents

Supporting Information

1. Introduction

- 1.1 Torbay Council asked TDA to set up a Housing Company as a way to increase the supply of affordable housing within Torbay and to ensure that the Council's strategic housing needs were being met.
- 1.2 The process for becoming a registered housing provider is complex, very involved and requires a significant amount of work. The sector is expertly regulated by Homes England (HE) and the Regulator for Social Housing (RSH) who require a range of information to be sure that the new organisation will be a fit and proper landlord and comply fully with all the regularity standards.
- 1.3 As part of the company set up it is important to have a Business Plan which sets out the values of the company, its objectives and what it wants to achieve over the plan period. Therefore this document does this and it also considers all of the financial aspects of the company so that it can be seen that there are sufficient funds for the company to operate.
- 1.4 The financial assumptions linked to development activity will change and evolve as the detail of schemes are developed and crystallised. As this is a 'live' model the financial elements within the plan will be updated regularly to enable TorVista's Board to monitor the financial performance.
- 1.5 Whilst the financial parameters will change on a regular basis, the overall Business Plan should be reviewed periodically by the Board to ensure it remains current, relevant and in step with the sector and wider environment.
- 1.6 It should be noted that while the plan incorporates all the costs associated with the day to day operations and development activity each development still requires individual decisions to proceed where the viability will be robustly scrutinised. After any Board approval each scheme then also requires Council's S151 Officer to review and approve or not the detailed business case.

2. Options under consideration

- 2.1 TorVista Homes could have put forward an alternative plan demonstrating activity either more or less ambitious than the one being considered. However it is felt that this plan incorporates all the objectives of the Council whilst still providing room for ambitious delivery.
- 2.2 The Business Plan incorporates an additional 200 'aspirational units' on sites and opportunities currently unknown. It is recognised that there will be asks of the company and opportunities that arise during the plan period and including these units demonstrates ambition whilst also the capacity to deliver.

3. Financial Opportunities and Implications –

- 3.1 The financial implications of this new venture for the Council are inevitably considerable. The scale of development and the figures to be invested are considerable although this spend is complemented by significant investment by

Homes England by the way of grant. The Business Plan on the lower level of assumed houses will incur expenditure on the purchase and construction of housing of over £62m. The Council, the ultimate owner of both Torvista Homes and TEDC Developments, is expected to be the main source of borrowing (over £45m) and therefore will need to ensure that the company remains financially viable in the short and long term whilst meeting its key objectives. The loan arrangements will see both the principal and interest repaid during the term.

- 3.2 Paragraph 1.6 above refers to the previous approval by Council for the approval process for any request for borrowing by Torvista Homes from the Council.
- 3.3 The Council working closely with the Directors of the TDA and Torvista Homes will need to ensure that appropriate due diligence is continually undertaken on the housing activities for both its governance and its financial performance. The TDA have offered Council staff full access to the modelling and professional advice that supports the Business Plan. As paragraph 1.4 states the financial assumptions are a “live” model that will be regularly updated.
- 3.4 The initial business plan as presented has been reviewed by the Torvista Homes and TDA Boards. The financial information presented in the Business Plan is based on forecasts prepared by the TDA Head of Finance. A “industry standard” financial modelling tool called “Bricks” has been used to provide the financial forecasts and the TDA have obtained both legal and financial advice on the most appropriate structure for the housing functions which has resulted in the creation of Torvista Homes (a company primarily for purchasing and renting houses) and TEDC Developments (a company primarily for the design and build of housing assets as commissioned by Torvista Homes).
- 3.5 The financial assumptions used within the plan have prudent and there are a number of stress tests included to demonstrate the robustness and resilience. The regulator requires the company to show scenarios that will break the business plan for us to set out how mitigation can be put in place to prevent these.
- 3.6 As Torvista Homes housing plans are progressed TEDC Developments will be used as a “design and build” company. As these progress the Council will expect the appropriate governance and financial controls for TEDC Developments along with the establishment of the contractual relationships between Torvista Homes and TEDC Developments.

4. Legal Implications

- 4.1 TorVista Homes are a registered company with both Investment Partner and Registered Provider status. As such the regulator monitors the activity of the company very closely. In addition to the internal and external audits that are required they undertake their own annual audit.
- 4.2 Where the Council provides loan finances for development then these are subject to separate legally binding loan agreements. This document will place obligations on TorVista Homes to use this money for the purposes agreed and detail the arrangements for ‘additional rent’ which will be used to service the loan.
- 4.3 There will be formal nomination and grant agreements in place detailing the rights the Council have and the nomination procedures for that individual scheme.

5. Engagement and Consultation

- 5.1 TorVista Homes have engaged with the Portfolio Holder, the Leader, Deputy Leader and Senior Council Officers throughout the process of developing this Business Plan.
- 5.2 Both TorVista Homes and TDA Board have also been fully engaged and have approved the Business Plan.

6. Purchasing or Hiring of Goods and/or Services

- 6.1 There are no procurement issues associated with approving the Business Plan.

7. Tackling Climate Change

- 7.1 TorVista Homes are committed to providing efficient, desirable homes where people want to live. They will look for all new build homes to be as sustainable as the funding will allow with priority going to measures that reduce fuel poverty for their customers.

8. Associated Risks

- 8.1 Given the scrutiny undertaken in developing the TorVista Homes Business Plan, including Homes England, the TorVista Homes Board, TDA Board, senior Cllr's and senior Council Officers, any associated risks are considered to be minimal.
- 8.2 Financial risks linked to individual housing schemes and the associated borrowing costs, will be subject to separate decisions rather than this overarching business plan.

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) <i>(Please note Gypsies / Roma are within this community)</i>			There is no differential impact
	Religion or belief (including lack 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)	The improvement of facilities and lease re-gear 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		

Document is Restricted

Document is Restricted

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

Report to Cabinet on 18 May 2021

Background

1. The Overview and Scrutiny Board met on 14 April to receive an update on the Torquay Town Deal and Paignton Future High Street Report of the Overview and Scrutiny Board.
2. The Panel heard from the Cabinet Member for Economic Regeneration, Tourism and Housing, Councillor Long, who outlined the submitted report on the Torquay Town Deal and Paignton Future High Street programmes - [\(Public Pack\)Items 6 and 7 Torquay Town Deal and Future High Street Briefing Paper Agenda Supplement for Overview and Scrutiny Board, 14/04/2021 17:30 \(torbay.gov.uk\)](#). The programmes had been led and developed with the community through engagement with Neighbourhood Forums and other community groups, based on a number of strategies and plans which would lead to investment and economic development in Torquay and Paignton. Councillor Long and Alan Denby, Director of Economic Strategy responded to questions in relation to:
 - The timescale for work to start on site at Crossways – Members had previously been provided with a timeline for implementation of the redevelopment of Crossways, this was being done as a dual process – a legal process via Compulsory Purchase Order (CPO) and negotiations with the land owner. The Chief Executive informed that a date had been set for the enquiry for the CPO of mid July 2021 and therefore this should be the latest time for a decision on the implementation of the proposals.
 - If the funding for the Princess Gardens and Upton Park was included within the £180m – these projects were part of additional funding of £750,000 for accelerated projects.
 - What was being done to ensure use of local labour and skills – they were looking at options to ensure the use of local labour which linked to the community wealth building proposals to ensure that money is kept in Torbay. Risk had been identified around having sufficient local labour and skills due to the level of development happening in the Region. They were looking at how we could help local people retrain and get into the construction sector, engineering, design as well as the traditional manual elements, working with the local business community to enable them to bid for work and working with colleagues in the NHS, South Devon College and suppliers to identify what we need to create and keep as much wealth as possible in the local area.

- What sort of events would the banjo on Princess Gardens be able to host – they were still engaging in conversations on the infrastructure that was required to ensure they meet the needs of the events but hoped to have events such as the Radio 1 Roadshow.
 - Torbay Road allocation had been reduced to £600,000, what sort of projects would be delivered for this – the reduction in funding for the project related to being permitted to have 5% of a project on beatification and most of the proposals for this project came under that category, it was hoped that capital receipts from other projects would be used to help fund this project to make improvements which were supported by residents and traders.
 - If the funding covered consultant's fees – the funding received covered all costs including contingency, the levels of which would be agreed once each project was developed and was held by the Government and then claimed for if needed.
 - Risks around capacity of TDA to deliver the programmes – the Team would be increased by one member of staff in May and external suppliers would be used as and when required to help address capacity within the team. There was not yet a detailed programme of work and there was a need to put in place a project co-ordinator. Some of the Town Deal revenue fund would be used for elements of training and they need to work with South Devon College and other providers to see how it can be delivered and how we can ensure people who would really benefit are able to access training and other support. Further work was being carried out on how we could draw in more funding to pay for skills services.
 - Concern around Torquay and the lack of growth and the high levels of deprivation and inequality – work around affordable housing, new developments requiring employments and skills plans will help improve economic growth in all areas. The Town Deal was one part of the puzzle and more work needed to be done alongside understanding how we can do more to help businesses relocate and grow in Torbay. Work with ThinkingPlace and exploring options to find a way to support our communities to become more employment ready and skilled, help them become higher skilled, retain good business and good employment space.
 - Lack of significant house building in Torquay – the Cabinet Member was working with local housing associations and advised that a couple were due to be building new homes soon, as well as the Council's own housing company TORVISTA, this would help drive affordable housing and support other private sector initiatives combined with the other proposed projects such as the Melville area working with communities to support the various issues they have. The Council was not able to force housebuilders to develop land where they have planning permission and would welcome the Government supporting this area.
2. The Board reflected and debated the information provided to them, both in writing and orally. The Board formed the following recommendation to the Cabinet. On being put to the vote, the motion was declared carried unanimously.

3. That the Cabinet be recommended:
- (i) to require developers and contractors to make a commitment to use local labour and/or apprenticeships, wherever possible, and to develop opportunities to retrain local people to enable them to have the relevant skills to help them to obtain local jobs, especially in the construction industry and to present regular updates on progress of the Torquay Town Deal and Paignton Future High Street programmes to the Overview and Scrutiny Board; and
 - (ii) to explore opportunities for economic growth in Torquay within the business plans for the Torquay Town Deal to ensure, where possible, funding is spent to tackle the deep and underlying issues surrounding deprivation.

Cabinet Response to the recommendations of the Overview and Scrutiny Board – Torquay Town Deal and Paignton Future High Street

No.	Recommendation:	Cabinet Response:
1.	To require developers and contractors to make a commitment to use local labour and/or apprenticeships, wherever possible, and to develop opportunities to retrain local people to enable them to have the relevant skills to help them to obtain local jobs, especially in the construction industry and to present regular updates on progress of the Torquay Town Deal and Paignton Future High Street programmes to the Overview and Scrutiny Board.	<p>The Council has led the adoption of a local wealth building approach and has brought together partners from across the public sector to address these issues. The partnership wants to be able to use the capital programmes and projects that are planned in Torbay to drive a wide range of benefits.</p> <p>In making this commitment to local wealth and social value the Council will specific scoreable social value requirements within tenders for these projects. This will be complemented later in the year by the introduction of a Build Torbay project where the Council and partners will collaborate to improve awareness of construction careers and work with the industry to make careers in construction a more visible and attractive option.</p>

2.	To explore opportunities for economic growth in Torquay within the business plans for the Torquay Town Deal to ensure, where possible, funding is spent to tackle the deep and underlying issues surrounding deprivation.	Aligned with the response to recommendation 1 the Council will continue to seek ways in which the maximum benefit of the Town Deal investment can be achieved. This will include identifying complementary opportunities for investment and support and leveraging in partners support, such as Dept for Work and Pensions, to help support those individuals and communities in need of help.
----	---	--

Officer Scheme of Delegation
Urgent decisions taken by the Chief Executive

Paragraph 1.21 of Schedule 6 to Part 3 (Responsibility of Functions) of the Council's Constitution

Report to the Meeting of the Cabinet to be held on 18 May 2021

The Officer Scheme of Delegation states that the Chief Executive may take an urgent decision in relation to a cabinet function (in consultation with the Leader of the Council) that as a matter of urgency any decision in relation to an Executive function shall be taken by him/her in the best interests of either the Council or the inhabitants of the Borough, as he/she considers necessary.

A report detailing the action taken in accordance with the Officer Scheme of Delegation must be submitted to the Cabinet. The table below sets out the details of the action taken:

Matter for decision	Decision taken by	Decision and Alternative Options Considered	Reasons for urgency	Date of decision
Offer for lease, 4th Floor (North and South), Tor Hill House	Chief Executive of Torbay Council	<p>Decision:</p> <p>That the 4th Floor (North and South), Tor Hill House, Tor Hill Road, Torquay, be leased, to the tenant and in agreement with the terms of lease as set out in the exempt appendix to this Record of Decision which was available to Members upon request.</p> <p>Alternative Options Considered:</p> <p>An alternative organisation had expressed an interest in leasing 4th Floor (North wing only), Tor Hill House, however they were not agreeable to the same terms of lease as the preferred tenant.</p>	The decision was very time constrained with the preferred tenants requiring a decision immediately.	30 April 2021

Anne-Marie Bond
Chief Executive

7 May 2021