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Tuesday, 18 October 2016

Meeting of the Council

Dear Member

I am pleased to invite you to attend a meeting of Torbay Council which will be held in **Rosetor Room, Riviera International Conference Centre, Chestnut Avenue, Torquay, TQ2 5LZ** on **Thursday, 27 October 2016** commencing at **5.30 pm**

The items to be discussed at this meeting are attached.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Steve Parrock'.

Steve Parrock
Chief Executive

(All members are summoned to attend the meeting of the Council in accordance with the requirements of the Local Government Act 1972 and Standing Orders A5.)

A prosperous and healthy Torbay

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

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Meeting of the Council Agenda

1. **Opening of meeting**

2. **Apologies for absence**

3. **Minutes**

To confirm as a correct record the minutes of the meeting of the Council held on 22 September 2016.

4. **Declarations 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.)

5. **Communications**

To receive any communications or announcements from the Chairman, the Mayor, the Overview and Scrutiny Co-ordinator or the Chief Executive.

6. **Members' questions**

To respond to the submitted questions asked under Standing Order A1.

(Pages 5 - 6)

7. **Notice of motions**

To consider the attached motions, notice of which has been given in accordance with Standing Order A14 by the members indicated.

- (a) Notice of Motion - Protecting Torbay's Position following the EU Referendum (Mayoral Decision) (Page 7)
(Note: This item was deferred from the last Council meeting on 22 September 2016.)
- (b) Notice of Motion - Policy Framework: Torbay Development Agency Business Plan (Council Decision) (Page 8)
(Note: This item was deferred from the last Council meeting on 22 September 2016.)
- (c) Notice of Motion - Opposing Badger Culls (Mayoral Decision) (Page 9)
(Note: This item was deferred from the last Council meeting on 22 September 2016.)
- (d) Notice of Motion - Protecting Devon Dolphins (Mayoral Decision) (Page 10)
- (e) Notice of Motion - King George V Memorial Playing Fields - Fields in Trust (Mayoral Decision) (Pages 11 - 12)
8. **Capital Plan Update - 2016/2017 Quarter 1** (Pages 13 - 26)
To consider the first Capital Plan monitoring report for 2016/17 under the Authority's agreed budget monitoring procedures which provides high-level information on capital expenditure and funding for the year compared with the latest budget position as reported to Council in February 2016.

(Note: This item was deferred from the last Council meeting on 22 September 2016.)
9. **Delivery of Town Centre Masterplans** (Pages 27 - 28)
To consider the submitted report on the above.

(Note: This item was deferred from the last Council meeting on 22 September 2016.)
10. **Outside Bodies Protocol** (Pages 29 - 32)
To consider the submitted report on a proposed outside bodies protocol to be added to the Council's Constitution.

(Note: This item was deferred from the last Council meeting on 22 September 2016.)
11. **Town Councils** (Pages 33 - 40)
To consider the submitted report on a possible Community Governance Review which could lead to the creation of town councils in Paignton and Torquay.

(Note: This item was deferred from the last Council meeting on 22 September 2016.)

- 12. Mayor's Response to Council Objections to the Parking Strategy 2016-2021** (Pages 41 - 101)
To consider the Mayor's response to the Council objections to the Parking Strategy 2016-2021 as set out in the submitted report (Policy Framework).
- 13. Local Transport Plan Implementation Document** (Pages 102 - 120)
To consider the submitted report setting out the Mayor's proposal for the Local Transport Plan Implementation Document (Policy Framework).
- 14. Children's Services Improvement Plan - Six Month Update** (Pages 121 - 140)
To note the submitted report on the above.
- 15. Summary of decision taken by the Chief Executive accordance with Standing Order E15 - Access to Information (Special Urgency)** (Page 141)
To note the submitted report setting out details of a decision which was not included in the Forward Plan.

Note

An audio recording of this meeting will normally be available at www.torbay.gov.uk within 48 hours.

Agenda Item 6

Meeting of the Council

Thursday, 27 October 2016

Questions Under Standing Order A13

Question (1) by Councillor Stocks to the Executive Lead for Planning, Transport and Housing (Councillor King)	I understand that there is a £250,000 back log of lining works with TOR2 to complete. This is resulting in some of our double yellow lines being unenforceable. When will this back log of works be cleared.
Question (2) by Councillor Darling (M) to the Executive Lead for Adults and Children (Councillor Parrott)	On the 8 February 2016 the Director of Children's Services advised Governance Support that the 'Child Poverty Commission' (a Council outside body) had been decommissioned. As the Executive Lead at this time can you explain the reason for such action?
Question (3) by Councillor Darling (S) to the Executive Lead for Community Services (Councillor Excell)	Earlier this summer the memorial plaque at King George V playing field, Teignmouth Road was stolen. When does the Council plan to replace it?
Question (4) by Councillor Sanders to the Mayor and Executive Lead for Regeneration and Finance (Mayor Oliver)	If he will set up a shadow administration from May 2018 consisting of the Leader and Cabinet model of local government voted for in the referendum of May 2016, to prepare the authority for the change in leadership arrangements and demonstrate that no elected Mayor means no elected Mayor.
Question (5) by Councillor Doggett to the Executive Lead for Adults and Children's Services (Councillor Parrott)	Having read through the damning Western Rise Residential Home Serious Case Review Report a number of times, it seems the troubles started in March 2012, when a Resident with dementia choked to death. There then followed 5 inspections up to June 2014, when, due to the severity of the issues at the home, a Multi-Agency whole home large scale investigation was agreed on June 9th. This then quickly started, involving members of 18 different professions. A 6th Inspection took place in July, followed by 3 more up to January 2015! My concern is why, prior to June 2014, poor standards of care were not considered a concern, despite the regular visits of Healthcare Professionals, and can I and other Members of the Council be reassured that the 26 recommendations identified will be adhered to? Finally can we make sure that the Torbay Safeguarding Adults Board does hold agencies to account regarding their actions?

Second Round

Question (6) by Councillor Darling (M) to the Council's Representative on the Devon and Cornwall Police and Crime Panel (Councillor Excell)	By rank, can you advise me of the number of police officers from PCSO upwards that are based in Torbay and by rank, the number of vacancies?
Question (7) by Councillor Sanders to the Mayor and Executive Lead for Regeneration and Finance (Mayor Oliver)	If he will list the dates, times and venues when and where he has met with officials of Torquay United AFC to discuss the future of Plainmoor and alternative ground locations since May 2015?

Third round

Question (8) by Councillor Sanders to the Mayor and Executive Lead for Regeneration and Finance (Mayor Oliver)	What is his latest estimate of the total gross costs incurred by a) the Air Show and b) the Screen on the Green?
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Notice of Motion – Council 22 September 2016

Protecting Torbay's Position following the EU Referendum (Mayoral)

That Torbay Council notes the result of the EU Referendum and now commits to doing everything that it can to protect, support and enhance the position of the residents of Torbay, in whatever new agreements are sought and reached with the European Union and its member countries and the rest of the world and otherwise, as a result of the Referendum decision to leave the EU.

In particular it believes:-

- (1) That the financial position of local authorities such as Torbay must not be further worsened and should, if possible, be improved.
- (2) That the Government must give an immediate guarantee that the existing rights of citizens of other European Union countries who are already living in Torbay will be protected.
- (3) That the importance of the Visitor economy and Hospitality Industry (including language schools and care homes) in Torbay must be recognised and their future protected.
- (4) That there must not be any weakening of environmental legislation, particularly relating to clean bathing waters, or employment rights that at present derive from EU directives.
- (5) That fisheries support for areas such as Torbay must be maintained by the Government following a withdrawal from the Common Fisheries Policy.
- (6) That convergence funding, European Social Funding, European Regional Development Funding and other EU derived funding must be replaced with funds from the UK Treasury.

This Council is further shocked by the reported increases in race hate crimes and antisocial behaviour directed at EU citizens in the UK and other ethnic minorities since the referendum result was announced, including in Torbay, and resolves to call an early meeting with the local police and other agencies to consider its response.

Proposer: Councillor Sanders
Seconder: Councillor Darling (S)

Agenda Item 7b

Notice of Motion - Council Meeting 22 September 2016

Policy Framework: Torbay Development Agency Business Plan (Council Decision)

The Torbay Economic Development Company Limited (operating under the trading name Torbay Development Agency (TDA)) is Torbay Council's wholly owned and controlled economic development company. Established in 2011 the TDA is responsible for delivery of a range of services and outcomes for Torbay Council. It is also a trading business providing services to the broader public sector. The TDA's business plan sets out how the business will function over the business plan period and approval of the same is currently a Mayoral decision. However, given the length of plan, which provides a mandate to the company for the next 5 years, it is considered that this should be classed as part of the Policy Framework for the Council to determine.

Therefore, the Council is recommended:

That the Torbay Development Agency (TDA) Business Plan be included in the Council's Policy Framework and the Monitoring Officer be requested to update the Constitution accordingly.

Proposed by Councillor Tyerman
Seconded by Councillor Carter

Notice of Motion – Council 22 September 2016

Opposing Badger Culls (Mayoral)

This Council wishes it to be known that it is opposed to any culling of badgers on council owned land and land leased to third parties including the Torbay Coast and Countryside Trust. The recent badger culls have been a catalogue of errors, contradictions and last minute changes, deviating from expert advice from the start. No control zone studies were established for the pilot culls, no post-mortems were organised and no details of scientific monitoring established. There has been no proof established that badgers shot were infected ones.

In the cull, the cost of the cull has been established at £6,775 per Badger, this includes policing and equipment. It would be better for the police to be dealing with actual crime issues, and the money already wasted so far would be better used at Council level for helping our Residents problems! Undisturbed Badgers live in a stable close knit social group, which tend to have limited movement from one area to another and as a result, if a badger sett was harbouring TB, then it would tend to remain relatively isolated. Culling actions disrupt the social groups and opens up the territory, causing individuals to roam further afield and, if infected will pass this infection on to sets which are not infected! This is what is known and referred to as perturbation, and Government has already acknowledged that this is likely to have happened in the recent cull held in Gloucestershire!

This Council calls on our Members of Parliament to oppose any further extension to the cull to other areas and resolves not to allow any further pilot culls to take place within the boundaries of Torbay and instructs the Executive Lead for Environment to notify the Secretary of State for Environment, Food and Rural Affairs as well as our MP's accordingly.

Proposed by Councillor Doggett
Seconded by Councillor Darling (S)

Agenda Item 7d

Notice of Motion – Council 27 October 2016

Protecting Devon Dolphins (Mayoral)

This Council notes that Devon Wildlife Trust is calling on the government to create a protected area in the south west of Lyme Bay for dolphins, whales and seabirds. This area is home to white beaked dolphins, but these dolphins have no legal protection against damaging human activities here.

After years of campaigning, fifty Marine Conservation Zones have now been designated to help our marine environment recover from decades of decline.

But there are many places and species that still need protection. Large marine animals, such as whales, dolphins and basking sharks are also at risk from damaging activities.

Although these species range across large areas, evidence from overseas shows that Marine Protected Areas - in places where animals gather to feed, breed and raise their young - can help to protect those at risk.

An area in the south-west of Lyme Bay is vital for a population of white beaked dolphins that spend much of their lives here, foraging for food and nursing their young.

This area is also important for bottlenose dolphins, minke whale, basking shark and thousands of seabirds.

Creation of a new Marine Conservation Zone here would protect marine animals against damaging human activities.

This Council resolves to support the campaign to create a 'Devon Dolphins' MCZ in the south-west of Lyme Bay.

This Council instructs the Chief Executive to write to the Secretary of State for the Environment, Food and Rural Affairs, Andrea Leadsom MP, advising of our support of this initiative.

Proposed by Steve Darling

Seconded by Nick Pentney

Notice of Motion – Council 27 October 2016

King George V Memorial Playing Fields – Fields in Trust (Mayoral)

This Council notes the following extract taken from Torquay Council minutes and extracts from the local press of the time - from 1936-7. At that time land was purchased with funds from the Department of Health amounting to £19,000. At the time that the King George V (KGV) Foundation was set up, the Council decided to set aside 2 of the purchased acres specifically as part of the memorial.

Extract from Council meeting 6 October 1936:

6. Subject to Minute no 2580 (King George Memorial Fund Playing Fields, Watcombe) being amended to read as follows:-

NATIONAL TORQUAY MEMORIAL TO HIS LATE
MAJESTY KING GEORGE V
PROVISION OF PLAYING FIELDS AT WATCOMBE

The Mayor stated that out of the sum subscribed locally to the National Memorial to His Late Majesty King George V Fund, an amount of £500 is available for a Torquay National Memorial which he desired should take the form of Playing Fields for young children as well as for organised games. His Worship, therefore, suggested the setting aside of the two fields adjoining Easterfield Lane, numbered 162 and 163 on the Ordnance Map (consisting of about 12 ½ acres and forming part of the land at Watcombe now being acquired by the Corporation) in addition to the erection of a pair of ornamental iron gates at the entrance to such playing fields as per design now submitted.

Resolved – (1) That the proposal of the Mayor be adopted and that the two fields in question be allocated and dedicated for ever as playing fields for young children and organised games, as a Torquay National Memorial to his late Majesty King George V., it being understood that the sum above referred to will be expended in purchasing and erecting the gates and in laying out the grounds as playing fields.

(2) That the design of the gates is approved.

Research has also found newspaper articles, with pictures, covering the dedication of the gates at the entrance to the KGV memorial playing fields, plus the tree planting.

The article goes on to mention that £660 was raised from residents of Torquay, £100 of which was sent to the Mansion House in London so that Torquay might contribute towards the National Memorial in London.

Extract from Torquay Times, Friday, 8 October 1937

“Col. Ward then handed over a cheque for the amount to Mr Johns. The Town Clerk in exchange, gave Col. Ward a receipt and undertaking containing the terms under which the Corporation accept the donation”.

The Mayoress then formally unveiled the tablet. The Mayor's Chaplain followed with the dedication. The party then entered the playing fields for other formal ceremonies. Mrs Ward and Mrs E Field (Vice-Chairman of the Parks Committee) each planted a fir tree.

This Council notes that these memorial fields were never registered as such with the national body.

This motion asks the Mayor to instruct officers to investigate the logistics and process to undertake a Deed of Dedication with the Fields in Trust to protect the King George V Playing Fields from development which will achieve the same level of protection as if they had originally been registered in 1936. That upon investigation the findings be reported to Council on 8 December 2016.

Proposed by Steve Darling
Seconded by roger Stringer



Meeting: Council

Date: 27 October 2016

Wards Affected: All

Report Title: Capital Plan Update – 2016/17 Quarter 1

Is the decision a key decision? No

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Gordon Oliver, Mayor, mayor@torbay.gov.uk

Supporting Officer Contact Details: Martin Phillips, Chief Accountant, 01803 207285, martin.phillips@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Capital Plan budget totals £81.7 million for the 4 year programme, with £33.3 million currently scheduled to be spent in 2016/17, including £4.6m on the South Devon Highway and £4.6m on Claylands Regeneration, but still requires £1.6 million from capital receipts and capital contributions over the life of the Capital Plan.
- 1.2 The Council's Capital Plan is updated on a quarterly basis which includes any new funding announcements and allocations. It provides high-level information on capital expenditure and funding for the year compared with the last Plan update as reported to Council in February 2016.

2. Reason for Proposal

- 2.1 Quarterly reporting to both the Overview and Scrutiny Board and to Council is part of the Council's financial management.
- 2.2 There are a number of Council schemes where Council approval is required for the allocation of funds to a scheme or service including the approval of any prudential borrowing.

3. Recommendation(s) / Proposed Decision

- 3.1 That the latest position for the Council's Capital expenditure and funding for 2016/17 be noted.

- 3.2 That it be noted that the following grants are funded through grant applications and, whilst not legally ring fenced, the grants must be use for the purposes for which they were granted in order not to jeopardise future government grants.
- 3.3 That the allocation of the following grants to services be approved:
- (a) Department for Education: 2016/17 Condition Funding £0.448m to Children's Services;
 - (b) Department for Transport: 2016/17 Highways Maintenance Incentive Fund £0.082m to Highways Services; and
 - (c) Department for Transport 2016/17 Pothole Action Fund £0.071m to Highways Services.
- 3.4 That the draft Capital Plan Prioritisation Matrix includes reference to:
- a) where capital grants in the future are linked to specific outcomes, such expenditure will not be required to be prioritised through the Matrix; and
 - b) the Matrix being applied prior to all grant applications if match funding from the Council's Capital Plan is required.

4 Supporting Information and Impact Assessment

- 4.1 Members of the Overview and Scrutiny Board and Council receive regular budget monitoring reports on the Council's Capital Plan throughout the year. The Council's four year Capital Plan is updated each quarter through the year. This report is the monitoring report for the first quarter 2016/17 and includes variations arising in this quarter to the end June 2016.
- 4.2 The overall funding position of the 4-year Capital Plan Budget of £81.7 million, covering the period 2016/17 – 2019/20, is primarily fully funded but still relies upon the generation of £3 million of Capital income from capital receipts and capital contributions over the life of the Capital Plan.
- 4.3 Of this £3m funding requirement, Capital Receipts of £1.4 million have been received by the end of June 2016, leaving a balance of £1.6 million still to be realised from both capital receipts and capital contributions. It is only after this target has been reached that any capital receipts should be applied to new schemes.
- 4.4 As the target income for capital receipts and capital contributions are required to meet existing Council commitments, it is important that any capital income raised is allocated to existing commitments and not used to support additional expenditure on new schemes.
- 4.5 The movements in the estimate of expenditure in 2016/17 on the Capital Plan between the last monitoring report at February 2016 of £41.4m and the current approved budget for 2016/17 of £33.3m are shown below. Please note the format of this table shows schemes ordered by their service Directorate, as is Appendix 1.

Scheme	Variation in 2016/17	Change £m	Reason
Estimate as at Q3 2015/16		41.4	Capital Plan Update – 2015/16 Quarter 3 (Report 25 Feb 2016)
Budget changes since last report (Q3 2015/16)			
Paignton Academy - Secondary Places	Rephased budget	0.3	Transfer budget from New Pgn Primary to provide required secondary places
		41.7	
Scheme budgets brought forward from 2015/16 and year end adjustments.	Re profiled to 2016/17	6.4	For details see 2015/16 Capital Outturn report (Council 21 July 2016)
		48.1	
Adult Services			
Affordable Housing	Increase budget	0.2	Budget increased by Right To Buy receipts 2015/16
		0.2	
Childrens Services			
Devolved Formula Capital	New Govt grant allocation	0.1	2015/16 ringfenced grant allocation
New Paignton Primary School	Part budget transferred to separate scheme	(0.5)	Part budget required for relocation of existing school
Torbay School Relocation	Budget transfer from New Pgn Primary	0.5	
Torquay Secondary School places	Rephased part of budget	(1.5)	Scheme rescheduled and delayed pending review of resources
		(1.4)	
Community and Customer Services			
Clennon Valley Sport Improvement	New scheme	0.1	Drainage work mainly funded from Reserve
Transport – Integrated Transport projects	Additional budget	0.1	S106 funding to fund works
		0.2	
Corporate and Business Services			
Claylands Redevelopment	Budget rephased	(5.4)	Expenditure profile reviewed
Essential Capital Repairs	Part budget moved to 2017/18	(1.0)	Use of budget being determined
Flood Defence/Cliff works	Move part budget to 16/17	(0.1) (0.1)	Part to Hollicombe Cliffs scheme and rest moved to 2017/18
Hollicombe Cliffs Rock Armour	New scheme	0.9	Work to protect coastal defences and railway line

Investment Fund	Rephase budget	(4.0)	Profile reviewed
General Contingency	Budget to 2017/18	(0.6)	Not expected to be required in 2016/17
TEDC Capital Loan	Part to 2017/18	(0.6)	Part of Loan drawdown delayed.
Torbay Innovation Centre Phase 3 (EPIC)	Rephase budget	(2.9)	Review of expected work programme
		(13.8)	
Estimate – Quarter One 2016/17		33.3	

4.6 Expenditure

- 4.7 The Capital Plan Budget has been updated for any further revision to both projects and timing, resulting in the latest revision attached to Annex 1. The Plan now totals £81.7 million over the 4 year period of which £33 million relates to 2016/17 and £36 million relates to 2017/18.
- 4.8 The purpose of this report and the Monitoring statement attached is to highlight any existing or potential issues which may affect the delivery of the major projects included in the Plan and to consider any potential effect on corporate resources.
- 4.9 Expenditure to the end of this first quarter was £1 million with a further £1.4 million of commitments on the Council's finance system. The expenditure of £1 million is only 3% of the latest budget for 2016/17. This compares with £1 million (or 5% of outturn) for the first quarter last year.
- 4.10 The Chief Finance Officer has challenged service managers on a number of spending profiles and it is expected further re profiling will occur on a number of schemes.

	2011/12 £m (%)	2012/13 £m (%)	2013/14 £m (%)	2014/15 £m (%)	2015/16 £m (%)	2016/17 £m (%)
Quarter One	3 (14%)	2 (11%)	4 (23%)	2 (10%)	1 (4%)	1 (3%)
Quarter Two	7 (32%)	4 (21%)	4 (23%)	4 (20%)	4 (17%)	
Quarter Three	5 (22%)	5 (26%)	3 (18%)	4 (20%)	8 (35%)	
Quarter Four	7 (32%)	8 (42%)	6 (35%)	10 (50%)	10 (44%)	
Total In Year	22	19	17	20	23	33

4.11 **Updates to Capital Plan**

4.12 **Joint Commissioning Team**

- 4.13 Affordable Housing – in line with the Council's approved Capital Strategy, the budget to support affordable housing schemes has been increased by £0.153 m to reflect the 2015/16 Right to Buy Clawback receipt received from Sanctuary Housing Association under the terms of the original transfer agreement relating to the transfer of the Council's housing stock to (then) Riviera Housing. A further £0.2m of the 2015/16 clawback receipt has been used to fund the Empty Homes scheme.

- 4.14 The affordable housing budget now totals £1.9m and at present this is uncommitted.
- 4.15 Integrated Care Organisation (ICO). Council, at its July 2016 meeting, approved the Annual Strategic Agreement 2016/17 for the ICO. Part of the agreed funding package will be provided from capital resources as detailed in paragraphs 4.37 and 4.38 below. Whilst this decision falls outside the period of this monitoring report it is noted here for convenience.

4.16 Childrens Services:

4.17 There are a number of variations to budgets on various schemes as detailed below.

4.18 School Basic Need projects: In February 2015 Council approved a report from Childrens Services outlining proposals to provide additional school places based on assumed levels of future funding. At that time it was assumed that the 2018/19 Basic Need allocation would be £2m, however the Council has recently been informed that its Basic Need grant allocation for 2018/19 is zero. As a result of this drop in funding some of the proposed schemes have been delayed and/or suspended whilst a review of the projects and resources is undertaken. In additional funding options for these projects will be explored.

4.19 New Paignton Primary School – In July 2016 Council approved a report on the proposals for a new Paignton Primary School located on the Torbay School site. Part of the budget initially provided for this project included funds for the potential relocation of Torbay School. Following approval of the report the budget for relocation costs (£3m) has now been transferred to a separate scheme in the Capital Plan for the required relocation of Torbay School to My Place Parkfield (subject to consultation).

A number of multi Academy trusts are submitting bids to open the proposed new primary school. If one of these bids is taken forward the new primary school will then be funded by the Education Funding Agency with no cost to the authority.

4.20 Secondary School places - This project is currently on hold following reduced Government Basic Need funding (see para. 4.18).

4.21 The Devolved Formula Capital grant allocation for 2016/17 of £0.091m is a ring fenced grant and has been added to the Capital Plan.

4.22 **Joint Operations Team**

4.23 Community and Customer Services

4.24 Clennon Valley Sport Improvement – works estimated to cost £0.07m are required to improve the drainage of sports pitches at Clennon Valley. This will be funded from Reserves and revenue funds.

4.25 Transport – Edginswell Station. The Council is still awaiting details of the Government's New Stations Fund which, it is hoped, may provide some additional funding towards this scheme which currently has grant support from the Local Enterprise Partnership, however this grant allocation is insufficient to build the station.

4.26 Transport Structural Maintenance – The Government have announced additional grant allocations from their Incentive Fund (£0.082m) and Pothole Action Fund (£0.071m) for 2016/17. If agreed by Members these amounts will be added to the Highways Structural Maintenance budget to improve the condition of roads in Torbay.

- 4.27 In the Q3 2015/16 Monitoring report part of the Highways Structural Maintenance grant allocation was identified as 'at risk' since it was subject to Government assessment of the authority's efficiency performance. It now appears that this element of grant (the "Incentive Fund") takes the form of an additional payment where appropriate so the initial reduction made in Qtr 3 2015/16 has now been reinstated. The potential additional Incentive Fund allocations in future years will still be determined by Government assessment of performance.
- 4.28 Transport Integrated Transport Schemes – budget increased by £0.072m to reflect works required by, and funded from, Section 106 (Planning) agreements.
- 4.29 Transport – Western Corridor and Tweenaway Cross. There are increasing demands on these budgets both from ongoing construction costs and related compensation claims. These cannot easily be delivered within existing budgets and commitments so officers are considering options, but additional resources are required.
- 4.30 Disabled Facilities Grants (DFG) – The Council meeting in July 2016 approved £0.524m of the 2016/17 DFG allocation funding to support the ICO 2016/17 funding shortfall, leaving £1.0m to fund DFGs in the current year. The figures are not yet reflected in the Capital Plan at 30 June since the decision was taken after this date, but is noted here for reference.
- 4.31 In addition, the previously unused balance of DFG funding which was set aside last year for potential reallocation is also to be used to part fund the ICO shortfall in funding for 2016/17, as proposed and approved in Annual Strategic Agreement 2016/17 report to Council July 2016. Again this change is not yet reflected in the Capital Plan figures for Quarter 1 2016/17.
- 4.32 Corporate & Business Services
- 4.33 Claylands Redevelopment – the budget has been rephased in the light of revised expenditure plans, with £5.4m budget moved to future years.
- 4.34 Innovation Centre Phase 3 - Electronics & Photonics Innovation Centre – the likely expenditure profile for this project has been reviewed and consequently £2.9 m of the budget has been moved to reflect this. Potential ERDF funding of £1.5 million is still to be confirmed for this project, and could now be in doubt, but does not yet form part of the scheme budget.
- 4.35 Employment Site (Graphics Control) – In its July 2016 meeting Council approved this £6.7 million Prudential borrowing scheme to enable a business to relocate to Torbay. This decision is noted here for information however since the scheme was not part of the Capital Plan at 30 June (Q1) it is not included in figures shown.
- 4.36 Essential Capital Repairs – this budget is provided to enable urgent works to Council assets including Infrastructure. At present its use is being carefully considered but it is unlikely that all the current budget (£1.5m) will be required so £1m has been moved to 2017/18.
- 4.37 Flood Defence schemes – the Capital Plan currently includes a provision of £0.155m to support future Environment Agency schemes. The majority of this

funding is now needed to part fund Hollicombe Cliff works, which has recently received an Environment Agency grant allocation. The Torbay Council match funding requirement will leave little of this provision available for other Cliff / flood defence schemes.

- 4.38 Hollicombe Cliffs Rock Armour – Following a successful bid for grant aid from the Environment Agency for this scheme, work will begin to secure the sea defences and the railway line at Hollicombe. Torbay’s contribution to the scheme will come from the existing resources within Capital Plan (see para.4.42 above) with additional contributions expected from SW Water and/or Network Rail.
- 4.39 Haldon/Princess Piers Structural repair – some work is continuing on the structures of these piers and on completion of this work a further survey will be made to identify remaining works required and time scale.
- 4.40 Investment Fund – £4m of the 2016/17 budget has been rephased to 2017/18 following a review of likely expenditure.
- 4.41 Oldway Mansion – in August 2016 the developer and the Council agreed to terminate the development agreement. As a result the capital plan will be updated to reflect this position. The development agreement premium, in addition to the deposit, was paid in full to the Council by OML to be used for the benefit of the Mansion.
- 4.42 TEDC Capital Loan – the remaining loan facility given to support TEDC to enable development of specific schemes is not likely to be drawn down in this year so part of the budget has been moved to next financial year.
- 4.43 General Contingency - The Council has approved a capital contingency of £0.6 million. This contingency is still in place to provide for unforeseen emergencies or shortfall in projected income over the 4-year Plan period but represents less than 1% of the total Capital Plan budget. Currently it is not anticipated that the contingency will be required in this financial year.

5 Receipts & Funding

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

	2016/17	2017/18	2018/19	2019/20	Total @ Q1 16/17
	A	B	C	D	E
Funding	£m	£m	£m	£m	£m
Unsupported Borrowing	11	18	2	1	32
Grants	17	17	7	2	43
Contributions	1	0	0	0	1
Reserves	0	1	0	0	1
Revenue	1	0	0	0	1
Capital Receipts	3	0	0	0	3
Total	33	36	9	3	81

5.2 Grants

- 5.3 Capital Grants continue to be the major funding stream (over 60% in last 3 years) for the Council to progress its investment plans. An element of these grants result from “bid” processes from other public sector bodies. The Council used £11 million of grants in 2015/16 and is currently estimating to use £17m of grants in 2016/17.
- 5.4 As reported in the last Capital Plan update (Outturn 2015/16) reported to Council in July 2016, the Council has been notified of the following capital grant allocations:

Department for Education –

2016/17 Devolved Formula Capital	£0.091m
2016/17 Condition Funding	£0.448m

The Devolved Formula Capital grant is ring fenced for schools and has been added to the Capital Plan.

The £0.448m 2016/17 Condition funding will need to be allocated by Council as this is an un-ringfenced grant.

The 2016/17 Basic Need allocation has previously been notified and is already allocated to Childrens Services for their ongoing school expansion programmes.

Department for Transport –

2016/17 Highways Maintenance Incentive Fund £0.082m, following a successful efficiency and performance submission from the Council,

2016/17 Pothole Action Fund £0.071m to address deteriorating road surfaces. These un-ring fenced grants will need to be allocated by the Council.

Department of Health –

2016/17 Disabled Facilities Grants allocation £1.524m, This is higher than last year’s allocation (£1.020m) but now includes the value of Adult Social Care capital grant.(2015/16 = £0.461m). In July 2016, Council agreed to split this allocation between Disabled Facilities Grants (£1m) and the ICO funding (£0.524m).

Environment Agency –

The Council has also secured £1.279m grant to deal with cliff erosion at Hollicombe which threatens the nearby railway line. This scheme has been added to the Capital Plan. The £1.5 million scheme requires additional funds from the Council and other partners (e.g. Network Rail / SW Water).

5.5 Capital Receipts

- 5.6 The approved Plan relies upon the generation of a total of £3.0 million capital receipts from asset sales by the end of 2018/19 of which £1.4m has now been

received by the end of June 2016, leaving a target of £1.6m to be achieved. This target is expected to be achieved provided that -

- approved disposals currently “in the pipeline” are completed
- the Council continues with its disposal policy for surplus and underused assets and,
- no more new (or amended) schemes are brought forward that rely on the use of capital receipts for funding.

5.7 Assets proposed for disposal are reported to Council for approval, with the last full report at Council in October 2014. The Mayor at Council in February 2016, approved the disposal of Lincombe Court. The disposal is expected to be completed in September and will be reported in the next capital monitoring report.

5.8 Capital Contributions – S106 & Community Infrastructure Levy

5.9 The Council’s Capital Strategy states that capital contributions are applied to support schemes already approved as part of Capital Plan and are not allocated to new schemes unless the agreement with the developer is specific to a particular scheme outside the Capital plan.

5.10 Income from Section106 capital contributions so far in 2016/17 only amount to £0.115 million.

5.11 Following the adoption of the Local Plan in late 2015, Council has now also approved a Community Infrastructure Levy (CIL) scheme which will provide funds for infrastructure improvements linked to and in the vicinity of proposed developments. The main capital project identified for CIL receipts is South Devon Highway.

5.12 Borrowing and Prudential Indicators

5.13 There was no borrowing taken or repaid during the quarter.

5.14 The Council’s capital expenditure has an overall positive impact on the Council’s Balance Sheet. Expenditure in the Capital Plan on the Council’s own assets will increase the value attached to the Council’s fixed assets. As at 31 March 2016 the Council’s “Non Current Assets” were valued at £335 million.

CAPITAL PLAN - QUARTER 1 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 1	Original 2016/17 (@ Q3 15/16)	2015/16 Adjs and Slippage b/f	2016/17 Q1 Adjustments	New Schemes 2016/17	Revised 4-year Plan June 2016				Total for Plan Period
								Total 2016/17 Revised	2017/18	2018/19	2019/20	
PB = Approved Prudential Borrowing schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ADULT SERVICES												
Adult Care												
Adult Social Care	0	0						0				0
Autism Innovation - IT Enhancements	0	0	0					0				0
Mental Health Care Initiatives	704	704						0				0
Housing Strategy												
Affordable Housing	1,934			1,526	254	154		1,934				1,934
Sanctuary HA - Hayes Road Pgn	500	250			250			250				250
DCHA - Wall Park, Bxm	0							0				0
	3,138	954	0	1,526	504	154	0	2,184	0	0	0	2,184
CHILDRENS SERVICES												
2 Year Olds Provision	253	130	17	80	43			123	0			123
Asbestos Removal	79	73			6			6				6
Barton Primary Cap Project	4,405	4,402			3			3				3
Brookfield House Site	750	465	35	400	(115)			285				285
Capital Repairs & Maintenance 2012/13	469	438			31			31				31
Capital Repairs & Maintenance 2013/14	198	198						0				0
Capital Repairs & Maintenance 2014/15 (incl. Furzeham)	668	668	92					0				0
Capital Repairs & Maintenance 2015/16	490	21	119	320	149			469				469
Childrens Centres	232	230			2			2				2
Cockington Primary expansion	3,142	3,074	67		68			68				68
Devolved Formula Capital				100	59	91		250				250
Education Review Projects			73	150	49			199				199
Ellacombe Primary expansion	502	469	65	20	13			33				33
Key Stage 1 Free School Meals	121	121						0				0
New Paignton Primary school	1,500	2	7	750	(37)		(465)	248	250	1,000		1,498
Paignton Academy Places - mobiles	500	1	181		499			499				499
Roselands Primary expansion	667	667		0				0	0			0
Secondary School places	2,866	185	223	2,000	115	(1,500)		615	66	2,000		2,681

CAPITAL PLAN - QUARTER 1 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 1	Original 2016/17 (@ Q3 15/16)	2015/16 Adjs and Slippage b/f	2016/17 Q1 Adjustments	New Schemes 2016/17	Revised 4-year Plan June 2016				
								Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
St Margaret Clitherow Primary expansion	623	623						0				0
Torbay School PRU Hillside	120	101			19			19				19
Torbay School Relocation	3,000	35					465	465	1,500	1,000		2,965
Torre CoE Primary expansion	1,300	1,293			7			7				7
Warberry CoE Primary expansion	1,161	1,161						0				0
Whiterock Primary expansion	3,874	3,574	379	300				300				300
Youth Modular Projects	409	372		20	17			37				37
	45,632	18,303	1,258	4,140	928	(1,409)	0	3,659	1,816	4,000	0	9,475
COMMUNITY AND CUSTOMER SERVICES												
Babbacombe Beach Road	70	0		70				70				70
Barton Infrastructure	128	128						0				0
CCTV equipment	350	0		350				350				350
Clennon Valley Sport Improvements	70						70	70				70
DfT Better Bus Areas	462	263	85	0	199			199	0			199
DfT Local Sustainable Transport Fund (Ferry/Cycle)	1,642	1,639	0	0	3			3	0			3
Disabled Facilities Grants			278	0	73	21		94		0		94
Disabled Facilities Grants Reserve - Potential reallocation (e.g. to Infrastructure)	398	0			398			398				398
Empty Homes Scheme	500	39		250	211			461				461
NGP - Strategic Cycleway	478	432			46			46				46
NGP - Windy Corner Junction	11	10			1			1				1
Paignton Picture House	50	50						0				0
Private Sector Renewal				0	113			113		0		113
Public Toilets - Utilities saving measures	93	93		0				0	0			0
South Devon Highway - Council contribution	20,224	12,670		1,500	3,147			4,647	1,500	1,000	407	7,554
St Michael's Chapel, Torre	95	95	17					0				0
Street Lighting - Energy reduction	515	496			19			19				19
Street Lighting - Energy reduction Ph2	1,112	0		1,112				1,112				1,112
SWIM Torquay - Improve facilities	594	594						0				0
TCCT - Grant re Green Heart Project	100	100						0				0
Torbay Enterprise Project	747	747						0				0
Torbay Leisure Centre - structural repairs	545	535	11	0	10			10	0			10
Torre Abbey Pathway	50	50						0				0

CAPITAL PLAN - QUARTER 1 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 1	Original 2016/17 (@ Q3 15/16)	2015/16 Adjs and Slippage b/f	2016/17 Q1 Adjustments	New Schemes 2016/17	Revised 4-year Plan June 2016				
								Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
Torre Abbey Renovation - Phase 2	5,010	4,992	11	15	3			18				18
Torre Valley North Enhancements	127	3	19	124				124				124
Transport - Edginswell Station	4,511	511	30	0				0	4,000			4,000
Transport Integrated Transport Schemes			57	1,184	100	72		1,356	931	931	799	4,017
Transport Structural Maintenance			247	1,256	(85)	81		1,252	1,297	1,174	1,174	4,897
Transport Structural Maintenance - Incentive Fund (funds at risk)	0			81		(81)		0	0	0		0
Transport - Torquay Gateway Road Improvements	3,875	604	14	1,200	(254)			946	2,325			3,271
Transport - Torquay Town Centre Access	625	208	(39)	176	241			417				417
Transport - Western Corridor	7,405	1,571	(101)	3,900	334			4,234	1,600			5,834
	49,787	25,830	629	11,218	4,559	93	70	15,940	11,653	3,105	2,380	33,078
CORPORATE AND BUSINESS SERVICES (INCL. CONTINGENCY)												
Corporate Services												
Corporate IT Developments	1,000	0		250				250	250	250	250	1,000
Essential Capital repair works	3,000	0		1,500		(1,000)		500	1,500	500	500	3,000
Enhancement of Development sites	278	75	24	173	12	18		203				203
Office Rationalisation Project Ph 3 - Project Remainder	8,737	8,737						0				0
Oldway Estate works	400				400			400				400
Payroll Project	370	346	(10)		24			24				24
Riviera Centre renewal	1,140	1,131			9			9				9
General Capital Contingency	631	0		631		(631)		0	631	0		631
Business Services												
Beach Hut Acquisition/Renewal (Broadsands, Meadfoot)	2,622	2,622	(12)					0				0
Brixham Harbour - Major repairs	90	0	58	90				90				90
Brixham Harbour - Victoria Breakwater	40	40		0				0	0			0
Claylands Redevelopment	10,000	0	0	10,000		(5,400)		4,600	3,900	1,500		10,000
Council Fleet Vehicles	463	322		140	1			141				141
Flood Defence schemes (with Env Agency)	689	625	21	155	9	(155)		9	55			64
Haldon Pier - Structural repair Phase 1&2	3,072	3,012	(138)		60			60				60
Harbour Workboat	45	0		45				45				45
Hollicombe Cliffs Rock Armour	1,544	0	4				930	930	614			1,544
Investment Fund	10,000	0		5,000		(4,000)		1,000	9,000			10,000

CAPITAL PLAN - QUARTER 1 2016/17 - EXPENDITURE

Appendix 1

	Latest Est Scheme Cost	Expend in Prev Years (active schemes only)	Actuals & Commitments 2016/17 Qtr 1	Original 2016/17 (@ Q3 15/16)	2015/16 Adjs and Slippage b/f	2016/17 Q1 Adjustments	New Schemes 2016/17	Revised 4-year Plan June 2016				
								Total 2016/17 Revised	2017/18	2018/19	2019/20	Total for Plan Period
Meadfoot Sea Wall structural repair	267	267						0				0
PS NGP - Torbay Innovation Centre Ph 3 (EPIC)	7,221	696	10	3,431	94	(2,905)		620	5,905			6,525
Oddicombe Beach Chalets	192	192						0				0
Old Toll House, Torquay	150	4		71	75			146				146
PS On Street Parking meters - move to Business Servs	856	856						0				0
Princess Pier Decking - move to Business Servs	360	235	129	106	19			125				125
Princess Pier - Structural repair (with Env Agency)	1,744	0		1,744				1,744				1,744
Riviera Renaissance (Coastal Communities Fund)	649	649		0				0	0			0
Sea Change - Cockington Court	3,284	3,284						0				0
Small Ports Recovery Fund - Winter 13/14	291	291						0				0
PS TEDC Capital Loans/Grant	2,474	1,327	0	1,190	(43)	(600)		547	600			1,147
Torquay Harbour - Inner Harbour Pontoons	48	0			48			48				48
	61,657	24,711	86	24,526	708	(14,673)	930	11,491	22,455	2,250	750	36,946
TOTALS	160,214	69,798	1,973	41,410	6,699	(15,835)	1,000	33,274	35,924	9,355	3,130	81,683
CAPITAL PLAN - QUARTER 1 2016/17 - FUNDING												
Unsupported Borrowing				19,322	1,916	(9,500)		11,738	17,671	2,671	1,118	33,198
Grants				18,679	3,385	(5,814)	930	17,180	16,971	6,737	2,237	43,125
Contributions				252	275			527	164			691
Reserves				1,167	(140)	(774)	50	303	1,120	(132)	(264)	1,027
Revenue				229	150		20	399	79	118		596
Capital Receipts				1,761	1,113	253		3,127	(81)	(39)	39	3,046
Total				41,410	6,699	(15,835)	1,000	33,274	35,924	9,355	3,130	81,683



Meeting: Council

Date: 27 October 2016

Wards Affected: All Wards

Report Title: Delivery of Town Centre Masterplans

Is the decision a key decision? No

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

Executive Lead Contact Details: Mayor Oliver, Mayor and Executive Lead for Regeneration and Finance, mayor@torbay.gov.uk

Supporting Officer Contact Details: Anne-Marie Bond, Assistant Director Corporate and Business Services, (01803) 207160, anne-marie.bond@torbay.gov.uk

1. Proposal and Introduction

- 1.1 In June 2015 the Council approved the town centre Masterplan regeneration programme. Over the past year the Masterplan sites have been the subject to further testing to ensure that the objectives that the Council and Community have of stronger town centres which create additional investment opportunities, employment, additional footfall and vibrancy can be delivered. The Masterplan Programme Board, chaired by the Executive Lead for Business, recommends the inclusion of Brixham Town Centre car park into the Masterplan programme which would mean there are **eight priority sites** (five of which are Council owned) and which have the potential to deliver substantial mixed-use development. The sites in Torquay are; the Town Hall Car Park site, Lower Union Lane MSCP and the Terrace Car Park. In Paignton the sites are: Crossways, Victoria Centre, Paignton Station and Paignton Harbour. In Brixham the site is: Brixham Town Centre.
- 1.2 It is apparent from the soft market testing that the development community will be expecting the Council to take an important role in building confidence in the developer market place and showing investors its intent to get delivery underway. The requirement to build momentum will help demonstrate that the Council is committed to delivery and is investing in economic infrastructure.
- 1.3 The Masterplan Programme Board, will bring recommendations on the delivery strategy for the Masterplans to the December Council meeting. Ahead of that demonstrating the Council's clear desire to deliver, through the use of its legal powers, investing where required in site acquisition and town centre infrastructure and acting as a flexible and pro active promoter of the schemes is considered by the Programme Board to be desirable.

- 1.4 Therefore it is proposed to request officers to commence work on identifying sites and ownerships in the vicinity of the Masterplan sites and exploring the potential to acquire or compulsorily purchasing appropriate sites to ensure that site assembly is not an impediment to quick delivery of the Masterplan schemes. Acquisition would be sought so that the Council can have control over the future of the site and ensure that the benefits of suitable development opportunities are maximised.

2. Reason for Proposal

- 2.1 To ensure that the aspirations and objectives of the Masterplan programme can be delivered securing a range of benefits for the community.

3. Recommendation(s) / Proposed Decision

- 3.1 That Brixham Town Centre be included in the Masterplan programme.
- 3.2 That the Assistant Director Corporate and Business Services be requested to consider acquisition/Compulsory Purchase of appropriate sites in support of the objectives of the town centre Masterplan programme subject to satisfactory business case(s) being made.

Background Documents

Masterplans and Adoption Statements -

<http://www.torbay.gov.uk/council/policies/planning-policies/masterplans/>



Meeting: Council

Date: 27 October 2016

Wards Affected: All Wards

Report Title: Outside Bodies Protocol

Is the decision a key decision? No

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

Executive Lead Contact Details: Councillor Mills, Deputy Mayor and Executive Lead for Health and Wellbeing and Corporate Services, (01803) 843412, derek.mills@torbay.gov.uk

Supporting Officer Contact Details: Anne-Marie Bond, Assistant Director Corporate and Business Services, (01803) 207160, anne-marie.bond@torbay.gov.uk

1. Proposal and Introduction

1.1 At the meeting of the Mayor and Group Leaders held on 22 August 2016, Members considered a draft Outside Bodies Protocol which provided reporting arrangements for key outside bodies to enable all Members to be briefed annually on the work of these outside organisations from the appointed Councillors. The Mayor was not present at this meeting and requested it be considered by the Mayor's Executive Group.

2. Reason for Proposal

2.1 The Mayor's Executive Group meet on 8 September 2016 and requested that the protocol be submitted to Council to enable all Members to review and approve the document as it is a change to the Council's Constitution.

3. Recommendation(s) / Proposed Decision

3.1 That the Outside Bodies Protocol set out at Appendix 1 to the submitted report be approved.

Appendices

Appendix 1: Outside Bodies Protocol

Agenda Item 10

Appendix 1

Standing Orders – Access to Information New Standing Order E23 Outside Bodies Protocol

Updated with feedback from Mayor and Group Leaders Meeting 22 August 2016

E23. Outside Bodies Reporting Protocol

E23.1 The Council appoints Members to represent Torbay Council on a number of outside organisations. Representatives on those bodies listed below are required to report on the activities of the outside organisation, the impact of those activities on the local community and Council service delivery, in order to keep the Council informed. Reports from members on outside organisations will also allow the Council to evaluate the value and benefits of its continued membership. Members will not disclose any information that is confidential to that organisation:

1. Companies:

- a) Riviera International Conference Centre Board of Directors;
- b) Torbay Economic Development Company Ltd; and
- c) TOR2 Board.

2. Organisations which receive grants/funding from the Council:

- a) Parkwood Leisure Monitoring Group;
- b) Culture Board Steering Group;
- c) Torbay Coast and Countryside Trust Board of Trustees; and
- d) Torbay Community Development Trust.

3. Other strategic important outside bodies/partnerships:

- a) Local Enterprise Partnership Steering Group;
- b) Community Safety Partnership Board;
- c) Devon and Cornwall Police and Crime Panel;
- d) Devon and Exeter Area Rail Project Working Party;
- e) Devon and Somerset Fire and Rescue Authority;
- f) Devon Authorities Strategic Waste Joint Committee
- g) South West Devon Waste Partnership (Joint Working Committee);
- h) South West Energy and Environment Group; and
- i) South West Regional Flood Defence Committee.

Members on other outside bodies may submit a report where they feel it is in the Council's interest for them to do so.

E23.2 Reports will be submitted annually following the annual meeting of the body, unless exceptional circumstances require a further report. Reports will be prepared by the member(s) so not to draw on officer resource and submitted in writing to governance.support@torbay.gov.uk using the prescribed form (attached at Appendix 1 to these Standing Orders), and so far as is reasonably practicable limited to two sides of A4. Reports will be considered

by the Overview and Scrutiny Board to enable it to make recommendations to the Council before reports are presented to Council.

- E23. Where the Council nominates more than one representative to an outside body, a Lead Member will be nominated to be responsible for co-ordinating the report to the Council (this can include a joint report by all members on the outside body being prepared). If an organisation does not have an annual meeting, then the Council's Lead Member will report in the third quarter of the year so that the Council can consider the benefits of retaining its representation.

Outside Bodies - Member Reporting Form

Name of Organisation	
Elected Member	
Objectives of Organisation	
Role and responsibility of the Council representative? (For example, Observer, Trustee, Director)	
What have you achieved through the relationship?	
How often does the organisation meet?	
How often have you attended meetings?	
Have you been provided with any training to support your role? If yes, please give details.	
What at key issues have arisen? (continue on separate sheet if required)	



Meeting: Council

Date: 27 October 2016

Wards Affected: All Wards

Report Title: Town Councils

Is the decision a key decision? Yes

When does the decision need to be implemented?

Executive Lead Contact Details: Councillor Mills, Deputy Mayor and Executive Lead for Health and Wellbeing and Corporate Services, derek.mills@torbay.gov.uk

Supporting Officer Contact Details: Anne-Marie Bond, Assistant Director of Corporate and Business Services, (01803) 207160, anne-marie.bond@torbay.gov.uk

1. Proposal and Introduction

1.1 The Assistant Director of Corporate and Business Services was requested to submit a report to Full Council for Members to consider whether or not the Council should conduct a Community Governance Review which could lead to the creation of town councils in Paignton and Torquay.

2. Reason for Proposal

2.1 To make a decision on the holding of a Community Governance Review in Torbay.

3. Recommendation(s) / Proposed Decision

3.1 That the Council conducts a Community Governance Review following the conclusion of the electoral review of Torbay's electoral boundaries being carried out by the Local Government Boundary Commission for England.

Appendices

Appendix 1: Supporting Information and Impact Assessment

Background Documents

Department for Communities and Local Government/Local Government Boundary Commission for England Guidance on Community Governance Reviews -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/8312/1527635.pdf

forward thinking, people orientated, adaptable - always with integrity.

Agenda Item 11

Appendix 1

Appendix 1

Supporting Information and Impact Assessment

Service / Policy:	Town Councils
Executive Lead:	Councillor Mills
Director / Assistant Director:	Anne-Marie Bond

Version:	1	Date:	13/7/16	Author:	Teresa Buckley
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>To consider if the Council should request/use its powers to establish Town Council's for Paignton and Torquay.</p>
2.	<p>What is the current situation?</p> <p>Torbay currently has one Town Council, Brixham Town Council, which was established in 2007 following a referendum. It currently has 12 Town Councillors (five Councillors that represent the St Mary's with Summercombe Ward and seven Councillors that represent Berry Head with Furzesham Ward).</p> <p>What is a Town Council:</p> <p>Parish and town councils are the most local tier of government in England. There are currently about 10,000 parishes in England with around 8,900 having parish or town councils served by approximately 70,000 councillors. A Council may pass a resolution to rename a parish council to 'town council'.</p> <p>Torbay Council chose to call its parish council a 'town council' so this report will refer to it as a town council.</p> <p>All Town councils are constituted in the same way; councillors are elected by the local government electorate and each council has a Chair, who must be one of the elected councillors. Councils vary in size and capacity; many are small, representing a few hundred people, others represent communities of over 30,000 people with budgets of over £1m and expenditure and staffing levels per head of population similar to a small district council.</p> <p>Town councils act as sounding boards for local opinion, though the range of services and amenities provided varies. They often work with local voluntary organisations and other tiers of local government. Town councils are represented nationally by the National Association of Local Councils (NALC), which works with independent county associations to provide routine support for town councils and their clerks.</p> <p>There are certain obligations which by law a town council must fulfil. For example:</p> <ul style="list-style-type: none"> • It must hold an annual meeting; • It must hold at least three other meetings a year; • It must appoint such officers as it believes necessary for the proper discharge

of its functions. This must include an officer responsible for the proper administration of financial affairs; and

- It must make Standing Orders for the supply of goods and services to the council.

How do you create a Town Council:

The Local Government and Public Involvement in Health Act 2007 (Chapter 3 of Part 4) devolved power from the Secretary of State to principal councils (such as Torbay Council) to carry out community governance reviews and put in place or make changes to local community governance arrangements, for example the creation of parish/town councils. Torbay Council can therefore choose to undertake a community governance review which would consider whether or not to form town councils for Paignton and Torquay.

The terms of reference for a review can include the whole or part of the area of the Council. Reviews must be concluded within 12 months. The Council must consult the electors of the review area and have regard to the responses received. The Council must have regard to the need to secure that community governance within the area under review (a) reflects the identities and interests of the community in that area, and (b) is effective and convenient. The recommendations of the review must be published.

The Council must then decide what to do in response to a community governance review and give reasons for its decision. Where a governance review makes recommendations for the formation of a town council, the review must also make recommendations as to what electoral arrangements should apply to that council, including whether it is to be divided into wards and the number of Councillors on the town council.

If the Council decides to set up a new town council this will result in the making of orders by the Council, which must be published. Orders may make arrangements for the transfer, management or custody of property, transfer of staff and other staffing matters, and transfer of rights and liabilities.

What are the benefits of a Town Council:

There is likely to be a higher number of town councillors per ward than there are currently Torbay Councillors within the ward. Most members of town councils live in the communities they serve and many town councils also engage with local residents through surveys, newsletters and public meetings. Members will need to consider whether additional 'town council' councillor capacity would be welcomed by their communities.

Town councils have the flexibility in respect of any precept to enhance service provision in the community or to provide additional services and facilities that cannot be accommodated through Torbay Council resources.

Town councils can contribute to the creation of successful communities by influencing the quality of planning and design of public spaces and the built environment, as well as improving the management and maintenance of such amenities.

Town council elections should normally take place every four years at the same time as the elections for Torbay Councillors. This reduces the cost of holding stand alone elections for town councils. (However, where a new town council is

	<p>created Torbay Council can make provision for the first election to be held at any time with either a longer or shorter period for the first term.)</p> <p>What are the disadvantages of a Town Council:</p> <p>There may be difficulties attracting sufficient candidates to stand as Town Councillors. For the first election in 2007, only the Berry Head with Furzhem ward was contested as there were insufficient candidates for the St Marys with Summercombe ward, which resulted in several councillors being co-opted onto Brixham Town Council. The second election in 2011 was uncontested as there were only 12 candidates which meant that all 12 of them became town councillors.</p> <p>Two out of the current twelve Brixham Town Councillors are also Torbay Councillors meaning that they already have a busy workload and need to balance the needs of the residents and the two councils.</p> <p>Residents who live in the area of the town council are required to pay an additional precept on their Council Tax. For 2016/2017 this was an extra £40.24 for a person living in a Band D property in Brixham.</p>
<p>3.</p>	<p>What options have been considered?</p> <p>The Department for Communities and Local Government/the Local Government Boundary Commission for England's 'Guidance on community governance reviews' states 'Principal councils should use their knowledge and awareness of local issues when deciding whether to undertake a review. However, principal councils should avoid starting a community governance review if a review of a district, London borough or county council electoral arrangements is being, or is about to be, undertaken. Ideally, community governance reviews should be undertaken well in advance of such electoral reviews, so that the LG BCE in its review of local authority electoral arrangements can take into account any parish boundary changes that are made.' The Council agreed at its meeting held on 21 July 2016 to request the Local Government Boundary Commission for England to commence a boundary review of Torbay from 1 April 2017 and therefore it is not recommended at this stage to carry out a governance review.</p> <p>The Council also needs to consider the impact any community governance review would have on established community forums. The Council already has the following community partnerships which are already undertaking effective community engagement across the whole of Torbay:</p> <ul style="list-style-type: none"> • Barton and Watcombe • Blatchcombe • Brixham • Churston, Galmpton and Broadsands • Clifton and Maidenway • Cockington, Chelston and Livermead • Ellacombe • Goodrington, Roselands and Hookhills • Hele, Watcombe and Lower Barton • Paignton Town Centre • Preston • Shiphay and the Willows

	<ul style="list-style-type: none"> • St Marychurch and District • Torquay Town Centre • Torre and Upton • Wellswood and Torwood
4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>Not applicable</p>

5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>Residents, ward councillors and community partnerships would be affected if Torbay decides to conduct a community governance review.</p>
6.	<p>How will you propose to consult?</p> <p>If the Council decides to conduct a community governance review a consultation and communication plan would be developed.</p>

Section 2: Implications and Impact Assessment

7.	<p>What are the financial and legal implications?</p> <p>A town council has the unfettered right to raise money by precept (a mandatory demand) on the Council. The precept required by a town council is then collected by the principal council as part of the council tax levied on tax payers in that area.</p>
8.	<p>What are the risks?</p> <p>There is a risk if the Council does not decide to conduct a community governance review that a % of the electorate could submit a petition requiring a community governance review with a view to establishing town councils in Paignton and Torquay. The three thresholds for requesting a community governance review t council are:</p> <ol style="list-style-type: none"> for an area with less than 500 local electors, the petition must be signed by at least 50% of them; for an area with between 500 and 2,500 local electors, the petition must be signed by at least 250 of them; and for an area with more than 2,500 local electors, the petition must be signed by at least 10% of them. <p>Petitions were submitted to the Council in 2005 requesting town councils be established in Brixham, Paignton and Torquay, however, only the petition for a town council for Brixham had the number of signatures required to request a referendum on the establishment of a town council. The Council therefore only chose to hold a referendum for the establishment of a town council for Brixham.</p>

9.	<p>Public Services Value (Social Value) Act 2012</p> <p>Not applicable as the proposal does not relate to the purchase of services.</p>																																																																	
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>Benchmarking of other similar size unitary authorities shows the following number of Parish/Town Councils:</p> <table border="1" data-bbox="304 577 1439 1211"> <thead> <tr> <th>Council</th> <th>Type of Authority</th> <th>Population</th> <th>Number of Town/Parish Councils</th> <th>Number of Wards in Unitary Council</th> </tr> </thead> <tbody> <tr> <td>Torbay</td> <td>Unitary Mayoral</td> <td>130,959</td> <td>1</td> <td>15</td> </tr> <tr> <td>Bath and NE Somerset</td> <td>Unitary</td> <td>176,016</td> <td>51</td> <td>37</td> </tr> <tr> <td>Bedford</td> <td>Unitary Mayoral</td> <td>157,479</td> <td>47</td> <td>27</td> </tr> <tr> <td>Bournemouth</td> <td>Unitary</td> <td>183,491</td> <td>0</td> <td>18</td> </tr> <tr> <td>Bristol</td> <td>Unitary Mayoral</td> <td>428,234</td> <td>0</td> <td>35</td> </tr> <tr> <td>Exeter</td> <td>Unitary</td> <td>117,773</td> <td>0</td> <td>18</td> </tr> <tr> <td>Hartlepool</td> <td>Unitary</td> <td>92,028</td> <td>5</td> <td>11</td> </tr> <tr> <td>Middlesbrough</td> <td>Unitary Mayoral</td> <td>138,412</td> <td>2</td> <td>20</td> </tr> <tr> <td>Plymouth</td> <td>Unitary</td> <td>256,384</td> <td>0</td> <td>20</td> </tr> <tr> <td>Poole</td> <td>Unitary</td> <td>147,645</td> <td>0</td> <td>16</td> </tr> <tr> <td>South Gloucestershire</td> <td>Unitary</td> <td>262,767</td> <td>47</td> <td>35</td> </tr> <tr> <td>Swindon</td> <td>Unitary</td> <td>209,156</td> <td>17</td> <td>20</td> </tr> </tbody> </table>	Council	Type of Authority	Population	Number of Town/Parish Councils	Number of Wards in Unitary Council	Torbay	Unitary Mayoral	130,959	1	15	Bath and NE Somerset	Unitary	176,016	51	37	Bedford	Unitary Mayoral	157,479	47	27	Bournemouth	Unitary	183,491	0	18	Bristol	Unitary Mayoral	428,234	0	35	Exeter	Unitary	117,773	0	18	Hartlepool	Unitary	92,028	5	11	Middlesbrough	Unitary Mayoral	138,412	2	20	Plymouth	Unitary	256,384	0	20	Poole	Unitary	147,645	0	16	South Gloucestershire	Unitary	262,767	47	35	Swindon	Unitary	209,156	17	20
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13	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)			There is no differential impact.
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact.
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	None		
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	None		



Meeting: Council

Date: 27 October 2016

Wards Affected: All

Report Title: Mayor's Response to Objections to the Parking Strategy 2016-2021

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Councillor Executive, Executive Lead for Community Services, 07811 965194, robert.excell@torbay.gov.uk

Supporting Officer Contact Details: Kevin Mowat, Executive Head – Business Services, 01803 292429, kevin.mowat@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Council's Parking Strategy has been reviewed following the Review of Parking in Torbay, which was completed in March 2016.
- 1.2 The Strategy presents a way forward to provide the fairest and most consistent approach to parking management and provision in Torbay. It set out the Vision, Values and Aims that underpin our approach to parking. It also sets out the key work areas that we will focus on to take parking services forward over the next five years.
- 1.3 The Council considered the Torbay Council Parking Strategy 2016-2021 at its meeting held on 22 September 2016 and formally objected to the Parking Strategy 2016-2021 on the basis that:
 - i) the Council is concerned that public safety, in particular road safety risks to children outside school entrances, has not been given sufficient priority. Therefore, the Mayor reconsiders the Officer recommendation as set out below:
 - (i) That the Torbay Council Parking Strategy 2016-2021, as set out in Appendix 2 to the submitted report, be adopted, except that the phrase "However, this Strategy does not support the use of mobile enforcement cameras" should be deleted on page 15, under the section marked 'Fair Enforcement', and replaced with the following statement:-

“In particular the use of mobile enforcement cameras can improve road safety for children outside school entrances and reduce the road safety risks presented to public transport users. Strict operating procedures should be applied to the use of any mobile technology to ensure that fair enforcement is undertaken and the law abiding motorist is not penalised.”

- (ii) That the Parking Operations Panel and Members involvement in the decision making process be reviewed after one year.

In accordance with the Constitution at F4.9, the Council therefore requires the Mayor to consider this objection by 14 October 2016 either:

- a) submit a revision of the Parking Strategy 2016-2021 with the reasons for any amendments to the Council for its consideration; or
- b) inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

The Mayor considered the recommendations of the Council and his decision full decision is set out in Appendix 4 to this report. His recommendation to the Council is set out in paragraph 3 below.

2. Reason for Proposal

- 2.1 The current Strategy was out of date and needed to be redrafted. This strategy takes a realistic and long-term view of what is feasible and likely to be achieved in Torbay, and what is required to help deliver successful initiatives. It takes account of the adopted Corporate Plan and Local Transport Plan.

3. Recommendation(s) / Proposed Decision

Mayor's Recommendation:

- 3.1 That the Torbay Council Parking Strategy 2016-2021, as set out in Appendix 2 to this report, be adopted.
- 3.2 That the Parking Operations Panel and Members involvement in the decision making process be reviewed after one year.
- 3.3 That the Executive Head of Business Services be requested to explore other forms of camera technology, other than mobile camera enforcement vehicles, for example putting cameras on crossing patrol lollipops or permanent cameras outside schools (which would be funded by the schools) to address concerns about public safety, in particular road safety risks to children outside school entrances.

4. Officer's Recommendation:

- 4.1 That the Torbay Council Parking Strategy 2016-2021, as set out in Appendix 2 to this report, be adopted, except that the phrase "*However, this Strategy does not support the use of mobile enforcement cameras*" should be deleted on page 15, under the section marked 'Fair Enforcement', and replaced with the following statement :-

“In particular the use of mobile enforcement cameras can improve road safety for children outside school entrances and reduce the road safety risks presented to public transport users. Strict operating procedures should be applied to the use of any mobile technology to ensure that fair enforcement is undertaken and the law abiding motorist is not penalised.”

- 4.2 That the Parking Operations Panel and Members involvement in the decision making process be reviewed after one year.

5. Consultation

- 5.1 The Parking Strategy forms part of the Council’s Policy Framework and was therefore subject to a six week consultation. The results of the consultation are attached at Appendix 3 to this report and summarised in Appendix 1.
- 5.2 The Parking Strategy was also considered by the Overview and Scrutiny Board (through its Parking Task-and-Finish Group). The Board’s report to the Mayor is available on the Council’s website at www.torbay.gov.uk/scrutiny.
- 5.3 It is a recommendation of the Overview and Scrutiny Board’s report that the draft Parking Strategy for 2016-2021 should be forwarded to the Council for adoption within the Policy Framework. The draft Parking Strategy considered by the Overview and Scrutiny Board reflects the recommendation set out in 3.3 above.

Appendices

- Appendix 1: Supporting Information and Impact Assessment
Appendix 2: Draft Parking Strategy 2016-2021
Appendix 3: Parking Strategy Consultation Report – August 2016
Appendix 4 Record of Decision Mayor’s Response to the Council’s Objections to the Parking Strategy 2016-2021

Background Documents

Review of Parking in Torbay (March 2016) <http://www.torbay.gov.uk/media/7429/parking-review-report.pdf>

Agenda Item 12

Appendix 1

Supporting Information and Impact Assessment

Service / Policy:	Torbay Council Parking Strategy 2016-2021
Executive Lead:	Councillor Excell
Director / Assistant Director:	Kevin Mowat

Version:	2.0	Date:	08/09/16	Author:	Kevin Mowat
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>Following a review of the current position in relation to parking in Torbay, a new Parking Strategy for the Torbay area is presented to Council for adoption.</p>
2.	<p>What is the current situation?</p> <p>Torbay Council's existing Parking Strategy covered the period 2008 ~ 2013 and was therefore due for renewal. In March 2015, the Mayor (on the recommendation of the Overview and Scrutiny Board) requested officers to undertake a review of parking in Torbay.</p> <p>The Executive Head of Business Services carried out that review in 2015/2016 with the following objective :-</p> <p>“To review parking in Torbay to ensure that there is a collective understanding and consensus for the fair delivery of parking in Torbay.”</p> <p>The report from the review was published on the Council's website in March 2016 and was presented to the Overview and Scrutiny Board on 30 March 2016.</p> <p>The information obtained during the review has been used to prepare the new Parking Strategy for Torbay for 2016 - 2021.</p>
3.	<p>What options have been considered?</p> <p>This revision of the Torbay Council Parking Strategy represents the first major redrafting since the existing Strategy was approved in 2008. The Review of Parking which preceded the redrafting considered all aspects of parking.</p> <p>The Strategy presents a way forward to provide the fairest and most consistent approach to parking management and provision in Torbay. It set out the Vision, Values and Aims that underpin our approach to parking. It also sets out the key work areas that we will focus on to take Parking Services forward over the next five years.</p> <p>As parking affects many facets of life for residents, businesses and visitors to Torbay, this Strategy seeks to balance the needs of everyone, car users and non-users alike within a local transport network constrained by both capacity and</p>

	<p>topography. This includes emergency services, commuters, public transport users and groups with more specific needs.</p> <p>The on-going review and development of off-street and on-street parking will continue to address any imbalances which have led to surpluses of parking in some areas, deficits in others and the need for ongoing investment to raise the standard of parking provision. This strategy takes a realistic and long-term view of what is feasible and likely to be achieved in Torbay, and what is required to help deliver successful initiatives.</p> <p>This Parking Strategy sits below the overarching Local Transport Plan – Devon and Torbay Strategy 2011 – 2026 (April 2011). More specifically it will link into and be incorporated within Torbay’s Local Transport Plan – Implementation Plan.</p>
<p>4.</p>	<p>How does this proposal support the ambitions and principles of the Corporate Plan 2015-19?</p> <p>It is anticipated that this Strategy will contribute towards a ‘Prosperous and Healthy’ Torbay by supporting the local economy and keeping our road network free from the detrimental effects of traffic congestion and pollution.</p> <p>The Strategy relates closely to the targeted actions of :-</p> <ul style="list-style-type: none"> • Working towards a more prosperous Torbay. • Promoting healthy lifestyles across Torbay. • Ensuring Torbay remains an attractive and safe place to live and visit. <p>A set of core values which will underpin the Council’s approach to parking are set out within the Strategy – these values are aligned to the ambitions and principles within the Council’s Corporate Plan.</p>
<p>5.</p>	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>The Parking Strategy will have an impact on the residents, businesses and visitors of Torbay as well as on the staff who manage Parking Services on a day-to-day basis.</p>
<p>6.</p>	<p>How will you propose to consult?</p> <p>A wide ranging consultation was undertaken as part of the Review of Parking with the views from that consultation reflected throughout that report. At that stage, consultees included all Councillors, the general public (with 1600 responses), Chambers of Trade, Federation of Small Businesses, Business Forum, trade associations, schools and staff.</p> <p>The draft Strategy has been available for comment on the Council’s website with those organisations and individuals who took part in the original Parking Review consultation being invited to submit comments and views.</p> <p>The public consultation was open between 18th July 2016 and 26th August 2016. In addition to being promoted on the Council’s consultation web page, posters were displayed in Torbay Council car parks and a press release issued to local media outlets. It was also highlighted on the Council’s social media forums and</p>

	<p>emailed to respondents from the Parking Review consultation, Viewpoint Panel members and local stakeholders. Written responses were sent to consultation@torbay.gov.uk. Employees at Torbay Council and the Torbay Development Agency were also consulted as was the Task & Finish Group set up by the Council's Overview and Scrutiny Board.</p> <p>In total there were only 48 responses to the public consultation on the draft Parking Strategy. Four organisations/groups responded to the consultation and the remaining responses were received from individuals. Seven of the individual responses were from residents of one road who were prompted to request solutions to parking issues in their area via the consultation inbox. These emails were forwarded to the Council's Highways service along with one further email that expressed problems with disabled parking spaces.</p> <p>Overall, the majority of individuals' comments were on similar specific themes and issues related to the Parking Review consultation rather than the Parking Strategy. There were fewer comments about the Strategy itself.</p> <p>The results of the public consultation on the draft version of this Strategy did not give rise to any further significant changes to the Parking Strategy document.</p>
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Section 2: Implications and Impact Assessment	
7.	<p>What are the financial and legal implications?</p> <p>There are no financial or legal implications of adopting a new Parking Strategy. Decisions in relation to any changes in operation of parking services will be made in accordance with the Council's Constitution with the decision making framework being articulated in the Strategy. The financial and legal implications of those operational decisions will be considered when decisions are made.</p>
8.	<p>What are the risks?</p> <p>The risks of not adopting the proposed Parking Strategy are that the existing Strategy is out of date and no longer fit for purpose. The proposed Strategy ensures that the principles by which the Council now operates are embedded in how parking is delivered. The proposed Strategy aims to ensure that the public have a managed level of expectation in relation to parking.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>The Act does not apply to this proposal.</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>The Review of Parking in Torbay provided the baseline data for the review of the Parking Strategy. It is available on the Council's website at</p>

	http://www.torbay.gov.uk/media/7429/parking-review-report.pdf
11.	<p>What are key findings from the consultation you have carried out?</p> <p>The results from the public consultation on the proposed Parking Strategy are included at Appendix 3 to this report.</p> <p>In the main the Parking Strategy has been informed by the outcomes of the Parking Review and subsequent feedback from the community and other stakeholders. The results of the public consultation on the draft version of the Strategy did not give rise to any further significant changes to the final document.</p> <p>It is a recommendation of the Overview and Scrutiny Board's report that the draft Parking Strategy for 2016-2021 should be forwarded to the Council for adoption within the Policy Framework. The draft Parking Strategy considered by the Overview and Scrutiny Board reflects the officer recommendation set out in 3.3 of the covering report.</p>
12.	<p>Amendments to Proposal / Mitigating Actions</p> <p>Following consultation with the Mayor the draft Parking Strategy was amended to reflect his wish that the Strategy should not support the use of mobile enforcement cameras. A separate officer recommendation does not support this view.</p>

Equality Impacts

13	<p>Identify the potential positive and negative impacts on specific groups</p> <p>Although the parking strategy will have no differential impact on many of the specific groups listed below the aims of the strategy are as follows: :</p> <ul style="list-style-type: none"> • Provide good quality public car parking facilities • Improve road safety and accessibility • Promote sustainable modes of transport and improve air quality • Listen to the needs of residents, businesses and visitors • Provide for those with accessibility issues • Consider wider Council strategic objectives in the design and management of parking provision • Recognise the different characteristics of areas within the Bay while being fair and consistent • Keep traffic moving and assist the reliable and effective operation of public transport • Be responsive to changing parking circumstances 			
		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	<p>Torbay Councils Parking Strategy 2016 – 2021 sets out the following principle (pg12):</p> <ul style="list-style-type: none"> • On-street parking provision in town central areas should be aimed mainly for short stay parking, “blue badge” holders, taxis and 		

	<p>deliveries;</p> <p>The Strategy sets out the following in relation to Disabled Parking (Pg 13):</p> <ul style="list-style-type: none"> • The Council will ensure that disabled parking spaces are easily accessible to pedestrian access facilities • That further consideration will be made to increase the number of on-street disabled parking spaces where parking provision in off-street car parks will not meet all national standards • That the proportion of on-street spaces dedicated to the disabled will be determined on a case by case basis, based upon existing usage, known demands and consultation with disabled access groups. <p>The Parking Strategy also details a 'decision making framework and criteria' which assesses a range of accessibility issues – these are set out within appendix two.</p>		
<p>Women or men</p>			<p>There is no differential impact.</p>

	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)			There is no differential impact.
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)			There is no differential impact.
14	Cumulative Impacts – Council wide (proposed changes elsewhere which might worsen the impacts identified above)	N/A		

15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	N/A
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Torbay Council's Parking Strategy 2016- 2021

Vision

“To provide a fair and consistent approach to the way we promote and manage parking while supporting the Council’s ambition to create a ‘Prosperous and Healthy’ Torbay”

Contents

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Foreword

The development of this Torbay Parking Strategy reflects the commitment that Torbay Council continues to give to a range of parking provisions as it seeks to make efficient and effective use of available resources.

Faced with the prospect of increasing levels of car ownership, it is important that the Council has a Parking Strategy that is linked to the Local Transport Plan, the Local Plan, the Economic Strategy and that it supports the Corporate Plan. It is anticipated that this Strategy will contribute towards a 'Prosperous and Healthy' Bay by supporting the local economy and keeping our road network free from the detrimental effects of traffic congestion and pollution.

In March 2016 the Council concluded a Review of Parking in Torbay. The objective of the review was :-

“To review parking in Torbay to ensure that there is a collective understanding and consensus for the fair delivery of parking in Torbay.”

This Parking Strategy has been prepared as a statement of commitment with regard to the future of parking in the Bay and in response to the findings of the Parking Review. However, it is important that, as far as possible, the Strategy reflects the aspirations of the Local Transport Plan as well as the Ambitions, Targeted Actions and Principles set out Council's Corporate Plan (2015 ~ 2019). We were therefore keen to ensure, through public consultation, that the content of this Strategy is aligned to the expectations of our community.

The Executive Head of Business Services
Torbay Council
Torquay Harbour Office
Beacon Quay
Torquay
TQ1 2BG

September 2016

Executive Summary

This revision of the Torbay Council Parking Strategy represents the first major redrafting since the existing Strategy was approved in 2008. The Strategy presents a way forward to provide the fairest and most consistent approach to parking promotion, management and provision in Torbay. It sets out the Vision, Values and Aims that underpin our approach to parking.

It also sets out the key work areas that we will focus on to take Parking Services forward over the next five years.

As parking affects many facets of life for residents, businesses and visitors to Torbay, this Strategy seeks to balance the needs of everyone, car users and non-users alike within a local transport network constrained by both capacity and topography. This includes emergency services, commuters, public transport users and groups with more specific needs.

The on-going review and development of off-street and on-street parking will continue to address any imbalances which have led to surpluses of parking in some areas, deficits in others and the need for ongoing investment to raise the standard of parking provision. This strategy takes a realistic and long-term view of what is feasible and likely to be achieved in Torbay, and what is required to help deliver successful initiatives.

This Parking Strategy sits below the overarching Local Transport Plan – Devon and Torbay Strategy 2011 – 2026 (April 2011). More specifically it is linked to Torbay's Local Transport Plan – Implementation Plan.

Finally, this Strategy sets out the Decision Making Framework that we will use to ensure that key issues are properly considered when assessing parking schemes.

Corporate Plan

Our Corporate Plan sets out the ambitions the Council will work towards over the next four years (2015 – 2019) as well as recognising the challenges we face and the need to do things differently. The Corporate Plan is our overarching document that aims to unify all the Council's activities towards achieving key priorities.

The Corporate Plan sets out the shared vision for the Council that is to create a prosperous and healthy Torbay. It outlines five 'Targeted Actions' to help achieve this vision and three of these Actions relate closely to this Parking Strategy :-

- Working towards a more prosperous Torbay
- Promoting healthy lifestyles across Torbay
- Ensuring Torbay remains an attractive and safe place to live and visit

Our Corporate Plan is underpinned by the following three principles :-

- Use reducing resources to best effect
- Reduce demand through prevention and innovation
- Integrated and joined up approach

Values

Core values will underpin our approach to parking. These values are aligned to the Council's Corporate Plan and the Council's ambition to create a 'Prosperous and Healthy' Torbay.

- 1. Collaboration and transparency**
We will provide clear information about parking and involve or consult communities in the development of policy and the design of local schemes; as we **ensure Torbay remains an attractive and safe place to live and visit**¹.
- 2. Quality of life**
We will consider the impact of parking on health, safety and the general well-being of residents, workers and visitors, as we **promote healthy lifestyles across Torbay**¹.
- 3. Value for money**
We will maximise value for money through considered and well managed parking schemes, intelligent use of technology and fair charges and enforcement as we work **towards a more prosperous Torbay**¹.
- 4. Fairness and consistency**
We will take a fair and consistent approach to meet the needs of individuals, businesses and communities as best as possible whilst **using reducing resources to best effect**¹.
- 5. Efficiency and effectiveness**
We will make optimum use of parking spaces and provide services that are responsive to need and adaptable by adopting an **integrated and joined up approach**¹.
- 6. Supporting the economy**
All new parking schemes will aim to assist existing businesses and attract new businesses as we work **towards a more prosperous Torbay**¹.

¹ Extracts from the Corporate Plan

Parking in Torbay - the current situation

On average, 96% of the lifetime of a car is spent parked (RAC report – Spaced: Perspectives on Parking Policy). The other 4% of the time, the car plays an integral part of people's lives, whether it is picking up children from school, visiting relatives or getting the weekly shopping. As such, parking affects many facets of everyday life for residents, businesses and visitors to Torbay. Choices must be made with regard to parking provision, parking controls, charging levels and enforcement in order to provide a fair, consistent and sustainable parking offer, enable the safe and efficient movement of traffic and contribute to the environmental sustainability of Torbay.

Torbay's population and car ownership is steadily on the rise. Torbay is growing economically and demand for new homes is increasing. It is clear that action is needed to meet ever more complex challenges. There is a clear need for a modern, well-informed and fair parking service and a general approach that caters for car users and non-car users alike.

Our existing offer

We currently provide the following services :-

- On-street parking facilities - 830 on-street parking spaces exist on the highway and are serviced by parking meters;
- Disabled parking ;
- Off-street parking – 39 operational car parks with 7,580 car parking spaces;
- Controlled Parking Zones (CPZs), including residents' parking schemes;
- Issuing a range of parking permits;
- Parking enforcement for both on-street and off-street parking - 30,000 parking penalties are processed annually;
- The development of enforcement patrols and the provision of an appeals process

Each year, 1.8 million pay-and-display tickets are issued for Torbay's car parks and 630,000 for on-street parking.

There is sufficient evidence to uphold the view that there is an adequate supply of parking provided for residents, shoppers and visitors to the Torbay area. However, it is the mix in the available parking stock that needs to be regularly assessed so as to ensure that the most effective and efficient use is being made of these facilities.

Legislation & Policy

Parking is a complicated policy area and it is also controlled by various pieces of legislation. It is affected by a wide range of national and regional parking and transport policies that need to be taken into account when deciding how to provide the best parking offer to residents. The Council has a legal duty to comply with many of these policies as well as the associated legislation. Key policies and regulations that we are required to comply with include :-

- Local Transport Plan – Devon and Torbay Strategy (2011 – 2026)
- The Torbay Strategy - Local Transport Plan – Devon and Torbay Strategy (2011 – 2026)
- Traffic Management Act - 2004
- Road Traffic Act - 1991
- Road Traffic Regulations Act - 1984
- Traffic Signs Regulations and General Directions - 2016
- A range of operational policies set out by the Council's Traffic and Parking Regulation Enforcement Service & Parking Operations Service

More people, more cars, more demand

Population growth in Torbay is projected to rise between 2012 and 2022.

Motor vehicle mileage has increased significantly in Torbay over the last two decades².

Between 2001 and 2011 the number of cars/vans per 1000 people in Torbay increased by 10%. The % of households with one car/van only increased by 1.7% with a 65% increase in households with 4+ cars/vans.

More recent figures from 2014 show that there is a general decline in the region, and nationally, of households with no or one car/van. However the amount of cars/vans per household increased between 2003 and 2014 from 1.24 to 1.29 regionally, and from 1.16 to 1.22 for England (excl London).

Torbay has less car ownership, a lower % of households with a car/van, and a lower % of households with 4+ cars/vans than both South Hams and Teignbridge, and Torbay is below the national average.

Car driving is the most frequent mode of transport for people with a car in their household. So with 76.4% of households in Torbay having at least one car, it is reasonable to assume that in 3/4s of Torbay's households the most frequent mode of travel is the car.

There is an added pressure to create additional off street parking in residential areas or additional on street parking places.

The provision of short, medium and long term parking to support the local economy is recognised as being entirely necessary. However, this must be balanced against the management of traffic on the key access corridors to avoid the adverse effects of congestion and air pollution, particularly at peak travel periods.

Development

The number of new households in Torbay is forecast to increase by 8220 by 2030, according to the Government's latest (July 2016) projections.

The Local Plan (2012 – 2030) provides a framework for growth and change in the Bay, including 8,900 new homes and 5,000 to 6,000 new jobs. The focus for growth is on town centres, West Paignton and Torquay Gateway.

Policies within the Local Plan resist the loss of on-street parking, especially where there is high use of on street or public spaces. Off street parking for residents, cycle parking and commercial vehicle parking is required for new development – with the amount of parking required being dependent on the location of development.

Development is promoted in locations that are accessible by foot, cycle and public transport – to help reduce reliance on the car. Major leisure and retail development will be focused in existing town and local centres. It is recognised that a significant number and percentage of journeys will be undertaken by car.

Additionally, there is a growing need for the Council to balance conflicting priorities when considering its existing land assets, particularly in regards to off-street car parks and opportunities for delivery of town centre regeneration and new development. This is likely to lead to greater patronage of a smaller number of higher quality off-street car parks and a loss of under-used car parking spaces.

Ultimately, it is very likely that there will be further development and changes in land use patterns across Torbay, bringing challenges and demand for parking. Those likely and planned changes are being carefully assessed. They will be monitored and well managed to ensure that existing pressures on parking are not compounded. New park and ride facilities, to serve all three towns, are proposed in the Local Plan and will be delivered to satisfy demand.

A Changing Council

The Council is tackling an unprecedented budget gap arising from central government cuts and service pressures. This is resulting in fundamental changes to the way the Council provides services. Those services have to become more efficient.

Our financial strategy aims to protect frontline services wherever possible however this is becoming increasingly difficult in the current financial climate.

We are running a programme to transform our services to meet the needs of our residents and businesses as well as reducing costs to meet the forecast shortfall in resources, improving services, managing demand for public services and minimising the call on the public purse.

The Council will need to balance conflicting priorities when considering its existing land assets, particularly in regards to off street car parks and opportunities for delivery of town centre regeneration and new development.

The aims of the development and implementation of this Parking Strategy are based around the key strategic aims referred to in the document rather than helping to bridge the Council's financial gap but it is obviously imperative that we carry out the changes in the most efficient and effective manner possible.

Key Issues – why we need this Strategy

In March 2016 the Council concluded a Review of Parking in Torbay. The objective of the review was :-

“To review parking in Torbay to ensure that there is a collective understanding and consensus for the fair delivery of parking in Torbay.”

This Parking Strategy has been prepared as a statement of commitment with regard to the future of parking in the Bay and in response to the findings of the Parking Review. The previous Parking Strategy was produced in 2008 and it is important that, as far as possible, a new Strategy reflects the aspirations of the Local Transport Plan as well as the Ambitions, Targeted Actions and Principles set out Council's Corporate Plan (2015 ~ 2019).

The review of parking in Torbay highlighted a need for a modern, well-informed and fair parking service.

Legislation, environmental pressures and the Council's increasingly urgent need to transform the way services are delivered have created a compelling case for review and change. Key factors are set out below :-

Funding & Charging

The charging regime used in setting the parking tariffs throughout the Bay is set, to draw a balance between the actual cost of providing the service and the need to maintain and improve the existing level of revenue generated. The charges may vary between parking facilities depending upon the type of offer, the location and seasonal periods. Customer feedback shows that users want a simplified classification of off-street car park i.e. just Long Stay or Short Stay. Generally people prefer lower parking charges and the Council will consider the option to achieve income growth through increased transactions resulting from competitive tariffs. Consideration will be given to fixing the schedule of parking tariffs for a number of years to create certainty, avoid confusion and save on the cost of frequent Traffic Regulation Orders. The use of lower tariffs during some of the winter period has been seen to assist the economy outside of the main tourist season. Different and improved methods of payment should be explored and implemented to allow for easier and more efficient transactions. Charging for the whole range of different permits should be kept under review so that they remain attractive, flexible and cost effective.

The Council continues to maintain a modest car park maintenance revenue budget which forms the basis for on-going essential repairs to off-street car parks. However, it is recognised that ongoing investment in the quality of off-street parking is necessary to improve the offer and make them more attractive to our customers. It

would be impractical, based upon current budget funding, for Torbay Council to raise sufficient funds to finance all of these improvements and it is expected that other funding alternatives will be sought. This finance may be secured through a mixture of prudential borrowing, developer contributions and private investment. We may need to be innovative in the way we achieve this, but will always look to achieve the best outcomes for Torbay.

Drawing the Balance between On-street & Off-street

A balance needs to be drawn between the provision and use of on-street and off-street car parking. Each of these parking provisions has its role to play within the overall parking stock in supporting the various activities that take place in Torbay. In general the following principles have been derived in developing this Strategy :-

- On-street parking provision in town central areas should be aimed mainly for short stay parking, “blue badge” holders, taxis and deliveries;
- Long stay parking should be directed, where practical, to off-street locations on the edges of the town centres or in designated central locations, with priority for short and medium parking provision being given to shoppers and visitors, and;
- Sufficient off-street parking should be provided in town centres, dedicated to short & medium stay parking to accommodate appropriate demand situations;

The balance in the deployment of both on-street and off-street is generally recognised as an effective tool in the management of traffic in and around town centres. For example, where traffic volumes are low, on-street parking acts as a valuable deterrent to high traffic speeds, acting as a traffic calming measure. Conversely, where traffic volumes are high, on-street parking contributes to the adverse effects of congestion and air pollution, particularly in town centres and on the key traffic corridors accessing town centres. In these instances the parking provision should be deployed to off-street locations.

Parking Stock

There is sufficient evidence to uphold the view that there is a more than adequate supply of parking provided for residents, shoppers and visitors to the Torbay area. We continue to test whether we have enough parking capacity to meet future demands, as a result of successful town centre regeneration for example, and will provide additional parking provision (e.g. park & ride facilities) where and when there is demand. However, it is the mix in the available parking stock that needs to be regularly assessed so as to ensure that the most effective and efficient use is being made of these facilities. In meeting this aim the Council will periodically review the operation of its parking stock to establish the following :-

- The locations of major parking demand generators (such as shopping areas, employment, tourist and leisure attractions) and the likely demand for parking at these locations by time of year;
- The patterns of this demand, including duration of stay, time of arrival, group size, and the propensity to pay parking charges;
- Existing parking supply at these locations, including dedicated off-street, general off-street and available on-street parking in the vicinity;
- An assessment of the quality and suitability of the parking provided, particularly in meeting the needs of the disabled and other vulnerable groups;
- The requirements for increased parking supply at certain locations, and the availability of surplus parking, and;
- The future parking requirements in line with new developments especially where these are anticipated to re-generate the immediate area.

Park & Ride

A temporary and seasonal 'Park & Ride' has been introduced for Brixham to take into account of the loss of parking capacity in the central area parking. Stakeholders in Brixham have identified the need for a more permanent and long-term solution, subject to viability. Park & Ride locations have also been identified, in the Local Plan, for Torquay and Paignton. Further reviews will need to be undertaken to identify the necessity for the provision of park and ride facilities at Brixham and elsewhere in Torbay to reduce the adverse effects of traffic congestion and to ensure an adequate number and choice of parking options.

Disabled Parking

It is important that the Council is aware of the national guidelines that exist in respect of the provision of disabled parking spaces. In the determination of the most appropriate location of these spaces, within the car parks and car parking areas, the Council will ensure that they are easily accessible to pedestrian access facilities. In some cases, it is likely that providing spaces only in off-street car parks will not meet all national standards. Where this is not the case, further consideration will be made to increasing the number of on-street spaces that are dedicated to the disabled. These additional spaces will generally be located, where possible, in the main shopping streets in town centres and at local shopping areas. The proportion of on-street spaces dedicated to the disabled will be determined on a case by case basis, based upon existing usage, known demands and consultation with disabled access groups.

Coach & Heavy Goods Vehicles

The provision of adequate parking for coaches and HGV's for both set-down and pick-up, together with overnight layover is a clear and necessary requirement. However, it is important to recognise that this parking provision must meet a number of basic requirements :-

- The facilities should be located away from residential areas to minimise disruption, particularly during vehicle parking and start up activities;
- Layover areas must be secure and provide adequate facilities for vehicle servicing;
- Coach pick-up areas must be easily accessible to the main attractions in Torbay;
- Pick-up and set-down areas must be large enough for the vehicles that will use them and must provide sufficient capacity to meet demand and to minimise disruption to other traffic, and;
- Where practical, loading areas for coaches and HGV's should be off-carriageway.

The method adopted by Torbay Council in making these provisions will be by seeking partnerships with coach operators and with HGV operators. These partnerships will match Council investment in infrastructure with operator's investment in vehicle technology and agreements on operating practices. Partnership working with freight operators, regulators and neighbouring authorities is conducted through the operation of the Torbay Freight Quality Partnership and through active participation in the Regional Freight Forum. Torbay Council is also a member of both the South Hams and Newton Abbot Freight Quality Partnerships.

Fair Enforcement

A programme of on-going improvement and refinement to the enforcement service will ensure that the overriding aim is to deliver a clear benefit to the community and dispel any adverse criticism. Improving the control of on-street parking through better enforcement and thereby increasing the turnover in short stay, on-street parking spaces are clearly important actions in maintaining the vitality of Torbay's town centres. The Council requires an efficient parking service and where appropriate we will undertake joint procurement with other local authorities for shared use of services, technology and equipment. Fair enforcement and efficiency problems will be tackled in the following ways :-

- Improvement of on-street parking enforcement to reduce the amount of inappropriate and illegal parking
- The development of this enforcement to ensure that short-stay parking spaces are used only for short-stay parking and therefore improve the efficiency of operation
- The improved use of technology, including software support systems, hardware, cameras, etc. However, this Strategy does not support the use of mobile enforcement cameras
- The introduction of targeted pay and display provisions throughout the Bay as an additional measure to engender greater turnover of short-stay on-street parking to assist in growing the local economy

Controlled Parking Zones

Many of the residential areas of Torbay suffer problems with commuters parking in the adjacent streets. This is a particular problem in those residential areas adjacent to town centres and close to large generators of parking demand, such as Torbay Hospital and schools. This parking, although not generally illegal, is increasingly giving cause for concern as it creates the following problems :-

- For residents, by restricting the availability of on-street parking spaces;
- For emergency services access, where already narrow streets are in some cases made virtually impassable;
- For local bus services, which are unable to use certain roads reliably and often cannot park close to the kerb for picking up and setting down passengers;
- For businesses and the generators of parking demand, by increasing the propensity for conflict with residents.

Torbay Council is committed to the process of minimising the adverse effect of non-residential parking in residential streets. The strategy to reduce this impact has four basic strands :-

- Encouraging the use of off-street parking, by a mixture of additional on-street parking restrictions and improving the quality of off-street parking;
- Discouraging the use of on-street parking, through additional on-street parking restrictions;

- Encouraging a reduction in overall parking demand, by reducing the amount of car borne commuter travel, and;
- Manage the realistic expectations of residents by introducing revised CPZ criteria.

The introduction of Controlled Parking Zones (CPZs), previously funded through the Local Transport Plan process, is a measure to introduce areas throughout Torbay that are geared to providing controlled parking in residential areas for the benefit of residents. These Controlled Parking Zones are established in close consultation with those residents and business operations within the defined areas for the purpose of providing parking to meet local needs and to drive out inappropriate long term commuter parking. The Council will have an Operational Parking Policy which will set out the methodology for conducting the CPZ process including the engagement of the public through consultation. This will include charging for CPZ permits at a rate that fully considers the whole life cost of the scheme.

Access for Emergency Services

Torbay has experienced a number of notable cases where parked cars have effectively blocked access by emergency vehicles attending an incident. In each case a review was undertaken to assess the reasons for the excessive on-street parking. Torbay Council will continue to undertake these reviews, in liaison with the emergency services, in order to avoid the potential for future incidents of this nature and also identify possible conflict points. Where deemed appropriate, additional parking restrictions will be implemented to remove inappropriate parking.

Operational Policy

The Council's Parking Services team will work under the guidance of a detailed Operational Parking Policy. Although heavily influenced by the Parking Strategy the Operational Policy will not form part of the Council's policy framework but will be used as a day to day document to enable delivery of the aims and objectives set out in this Strategy. The Operational Policy will provide significantly more detail and it will include a Delivery Plan that will assist in the implementation of this Parking Strategy.

Economic impact of parking - working towards a Prosperous Torbay

The Council is tackling an unprecedented budget gap arising from central government cuts and service pressures. Consequently the charging regime used in setting the parking tariffs throughout the Bay is set, to draw a balance between the actual cost of providing the service and the need to maintain and improve the existing level of revenue generated. Parking provision, controls and enforcement have an impact on local business, particularly in and around local town centres, and these are contributing factors to wider business viability and inward investment.

In March 2015, mruk research (now Breaking Blue Research) published their report which was prepared for the Welsh Government entitled “Assessing the Impact of Car Parking Charges on Town Centre Footfall”. The Welsh Government had been looking to understand the evidence on the relationship between car parking charges and town centre footfall. Some of the key findings and conclusions are :-

- Parking charges are only one aspect of a complex array of factors influencing activity in town centres and it is very difficult to separate parking charges from the other factors.
- Car park charges are often perceived as the key determinant for changes in footfall levels in town centres but the available evidence is almost entirely anecdotal.
- While parking charges impact on how long people remain in the town centre, the availability of spaces is felt by visitors to be more important than cost in their overall decision about visiting.

Where practicable, parking schemes need to have regard to providing facilities for on-street loading and unloading at appropriate times and to make provision where possible for business permit parking.

We will implement different marketing techniques, including the use of social media, to promote the availability of different parking permits in Torbay to support and grow economic activity.

What would happen if the Council left things as they are?

It would not be sensible if the Council failed to develop a strategic approach to parking. It is very likely that there would be serious implications for emergency services, public transport, refuse collections and service vehicles, such as deliveries and trades people, all of which would affect the level of services that residents and businesses receive.

Developing the Strategy – your views

We were committed to holding genuine conversations to understand views from anyone on parking in Torbay. In particular, we wanted to know what was most important and what could be improved. Understanding these views was integral to developing a fair, consistent and transparent way forward for parking.

Because parking incorporates a range of issues and everyone has specific views, it is impossible for this Strategy to cater for every opinion and individual need. The fairest approach was to find the best balance of views that most people agree with.

How we consulted

Consultation was undertaken in two stages. The first stage was via a comprehensive Review of Parking which was concluded in March 2016. And this enabled us to understand the overall views related to parking. This helped us to form the Vision, Values and Aims – the basis of this Strategy. This consultation also gave us a chance to find out more about the problems residents face parking near their homes, views on car parks and views on the level of enforcement undertaken by the Council.

In the second stage of consultation, we checked to make sure you agreed with the Vision, Value and Aims set out in this Strategy. To find out more about what is most important to you, we also asked you to comment on our strategic outlook over the next five years.

Finally, we asked respondents their views on the criteria we propose to use to make decisions about future local parking schemes.

Consultation activities

- 1600 responses received from the Parking Review public questionnaire;
- Listening Panels were held with representatives of Community Partnerships, the business sector and tourism industry;
- Views were sought from schools, Council officers within the parking and highways teams and from council staff generally;
- Engagement with a representative of Coach Drivers;
- Meetings with the Council's Overview & Scrutiny Board;
- Discussions with the Mayor's Executive Group and the Council's Senior Leadership Team; and
- Consultation with key partners, including South Devon Healthcare NHS Foundation Trust (Torbay Hospital) and all emergency services.

Key messages from the Parking Review public questionnaire

The 2013 Office of National Statistics mid-year estimates tell us there is a population of 132,075 people in Torbay and of those, 110,252 people are aged 16 or over (therefore of driving age). Only 1600 people in this age group responded to the survey and for the purposes of context this represents only 1.5% of that population. The summary of the results are shown below :-

- The vast majority of people that responded to the survey stated they were users of car parks, 89.9%. They were followed by users of on street parking at 69.0%.
- Most respondents felt that summer and winter parking charges are too high, 78.5% and 70.7% respectively.
- Over half of respondents have not heard of the Park Mark safer parking scheme award. Nearly a quarter said that Park Mark did not influence their decision to use a car park.
- 60.7% of respondents preferred the 'pay on exit' system when using a car park.
- Just over three quarters of respondents (76.7%) stated they don't and will not use the Parkmobile service.
- The top three problems with on street parking identified by respondents were: Parking fees too high (55.6%), traffic / parking problems at school pick up times (50.9%) and pavement obstruction (45.6%).
- Those who did and did not think enforcement would address the on street parking issues identified in the survey were almost evenly matched. 41.2% saying yes and 39.8% saying no (1.4% difference).

Responses to the public consultation of the draft Parking Strategy

The public consultation was open between 18th July 2016 and 26th August 2016. The consultation was promoted on the Council's consultation web page, posters in Torbay Council car parks and a press release issued to local media outlets. It was also promoted on the Council's social media forums and emailed to respondents from the Parking Review consultation, Viewpoint Panel members and local stakeholders. Written responses were sent to consultation@torbay.gov.uk. Employees at Torbay Council and the Torbay Development Agency were also consulted as was the Task & Finish Group set up by the Council's Overview and Scrutiny Board.

In total there were only 48 responses to the public consultation on the draft Parking Strategy. Four organisations/groups responded to the consultation and the remaining responses were received from individuals. Seven of the individual responses were from residents of one road who were prompted to request solutions to parking issues in their area via the consultation inbox. These emails were forwarded to the Council's Highways service along with one further email that expressed problems with disabled parking spaces.

Overall, the majority of individuals' comments were on similar specific themes and issues related to the Parking Review consultation rather than the Parking Strategy. There were fewer comments about the Strategy itself.

Conclusion

This Parking Strategy has been informed by the outcomes of the Parking Review and subsequent feedback from the community and other stakeholders. The results of the public consultation on the draft version of this Strategy did not give rise to any further significant changes to the document. Consequently, the Parking Strategy sets out a clear **Vision**, supported by core **Values** and underpinned by specific **Aims** that are a product of a shared process of policy development. Furthermore the Strategy sets out a series of Objectives for the next five years that sit within a Strategic Action Plan shown in Appendix 1.

The intention is to continue the inclusive approach and consult with our communities on the design of local parking schemes. Consultation will include stakeholders such as Ward Councillors, Event Organisers, etc. This particularly includes consultation on any local controlled parking zone.

Parking in Torbay

Vision

‘To provide a fair and consistent approach to the way we manage parking while supporting the Council’s ambition to create a prosperous and healthy Torbay’

Values

Collaboration and transparency

We will provide clear information about parking and involve or consult communities in the development of policy and the design of local schemes; as we [ensure Torbay remains an attractive and safe place to live and visit](#).

Quality of life

We will consider the impact of parking on health, safety and the general well-being of residents, workers and visitors, as we [promote healthy lifestyles across Torbay](#).

Value for money

We will maximise value for money through considered and well managed parking schemes, intelligent use of technology and fair charges and enforcement as we work [towards a more prosperous Torbay](#).

Fairness and consistency

We will take a fair and consistent approach to meet the needs of individuals, businesses and communities as best as possible whilst [using reducing resources to best effect](#).

Efficiency and effectiveness

We will make optimum use of parking spaces and provide services that are responsive to need and adaptable by adopting an [integrated and joined up approach](#).

Supporting the economy

All new parking schemes will aim to assist existing businesses and attract new businesses as we work [towards a more prosperous Torbay](#).

Aims

- Provide good quality public car parking facilities
- Improve road safety and accessibility
- Promote sustainable modes of transport and improve air quality
- Listen to the needs of residents, businesses and visitors
- Provide for those with accessibility issues
- Consider wider Council strategic objectives in the design and management of parking provision
- Recognise the different characteristics of areas within the Bay while being fair and consistent
- Keep traffic moving and assist the reliable and effective operation of public transport
- Be responsive to changing parking circumstances

Five year objectives

This section sets out what we aim to improve over the next five years. It categorises improvements into key work areas and identifies what we intend to do. This is set out in the context of public opinion and the key challenges that we face.

With the five year intentions in place, we will use our 'Decision Making Framework' to make sure the right action is taken. These are set out in our next chapter, 'Making the Right Decisions'.

Accordingly, our Strategic Action Plan sets out, at a high level, what we aim to achieve over the next five years. The action plan is set out as Appendix 1 to this Strategy.

We have set out a five-year strategic action plan because we are subject to continuous change in national policy, population and development and because in localised areas, parking demands can change quite quickly. A more specific Delivery Plan will form part of our Operational Parking Policy, which will provide more detail on a range of issues and will assist in the implementation of the Parking Strategy. This will allow the Council to remain responsive to change and by reviewing progress we can develop revised Delivery Plans that can continue to seek to meet the needs of our different communities.

- 1. Implement operational parking policies to deliver the Parking Strategy**
 - Deliver a consistent approach to parking management throughout Torbay
- 2. Create a detailed Operational Parking Policy document**
 - Deliver a fair and consistent approach to parking within Torbay to ensure our customers know what to expect
 - Provide clear guidance on parking related activity in Torbay for all customers to include, the enforcement of restrictions, how to appeal a parking penalty charge notice, the use of Torbay Council car parks for events and parking for volunteers
 - Consult with relevant stakeholders on the content of the proposed Operational Parking Policy document
- 3. Keep parking charges under review**
 - Parking tariffs for off-street to reflect the needs of long and short stay customers; within the context of this Strategy
 - Parking tariffs to factor in demand for parking and the charges set at levels that meet these requirements
 - Promote usage which will include summer and winter demands in line with budgetary requirements
 - Revenue growth to be increased by encouraging the use of both on and off-street pay and display parking areas and other income opportunities in the car parks
 - Set charges for reserved parking bays to reflect the demand and usage. Also, consider reverting to pay and display in reserved bay areas where demand is low
 - Review annual car park permit charges in line with the daily parking charges
- 4. Improve the Customer's Experience**
 - Provide the option to make payment for annual permits via direct debit
 - Introduce a three day permit which does not need to be used on consecutive days

- Further promote payment for parking via mobile phone and make this option available for on-street parking areas
- Provide pay and display machines which will take card payments, including contactless payments
- Install new and vibrant signage into the car parks
- Consider implementing 'pay on exit' at other car parks
- Provide extra pay machines in car parks where demand is high
- Implement a programme of repairs, maintenance and improvement (where funding allows) for all relevant car parks
- Ensure the customer is able to purchase car park permits from a full range of Council outlets
- Introduce virtual parking permits

5. Efficiencies

- Update IT systems to improve the customer experience and potentially make efficiencies with less manual processes
- Ensure Civil Enforcement Officers are deployed into the areas where compliance is required through better use of technology
- Investigate joint procurement of systems, machines and other equipment with neighbouring local authorities
- Investigate shared service provision with other local authorities
- Explore alternative use of car parks where the demand for parking is low
- Make full use of technology and other methods of enforcement in areas where compliance is low

6. Marketing and income generation

- Make better use of social media to advertise the various parking permits and other parking offers
- Continually explore other income opportunities within car parks

7. Meeting parking demand

- Ensure that off-street parking demand is met within existing car parks and consider alternative or additional parking arrangements where appropriate
- Consider changes to on street parking restrictions in liaison with the Highways Department and in consultation with Ward Councillors and local Community Partnerships
- Review all existing Controlled Parking Zones, including residents parking bays, and if inappropriate, consider revoking after consultation
- Consider the demand for and opportunity to introduce 'Park & Ride' facilities in Torbay
- Consider the introduction of 'car clubs' to help reduce the number of parked cars within Torbay's neighbourhood streets

Decision Making

Taking into account the current pressures, views from our communities and legislative compliance, we have developed a mechanism that enables early consideration of key issues to ensure new parking schemes or alterations to existing parking arrangements are not considered in isolation. In the main, these schemes are suggested by the public, by Ward Members and Council officers.

The 'Decision Making Framework' enables us to be as fair as possible in the way we make decisions about all parking schemes. It means that we can retain a consistent approach to how parking schemes are considered and implemented whilst also ensuring that we consider local issues.

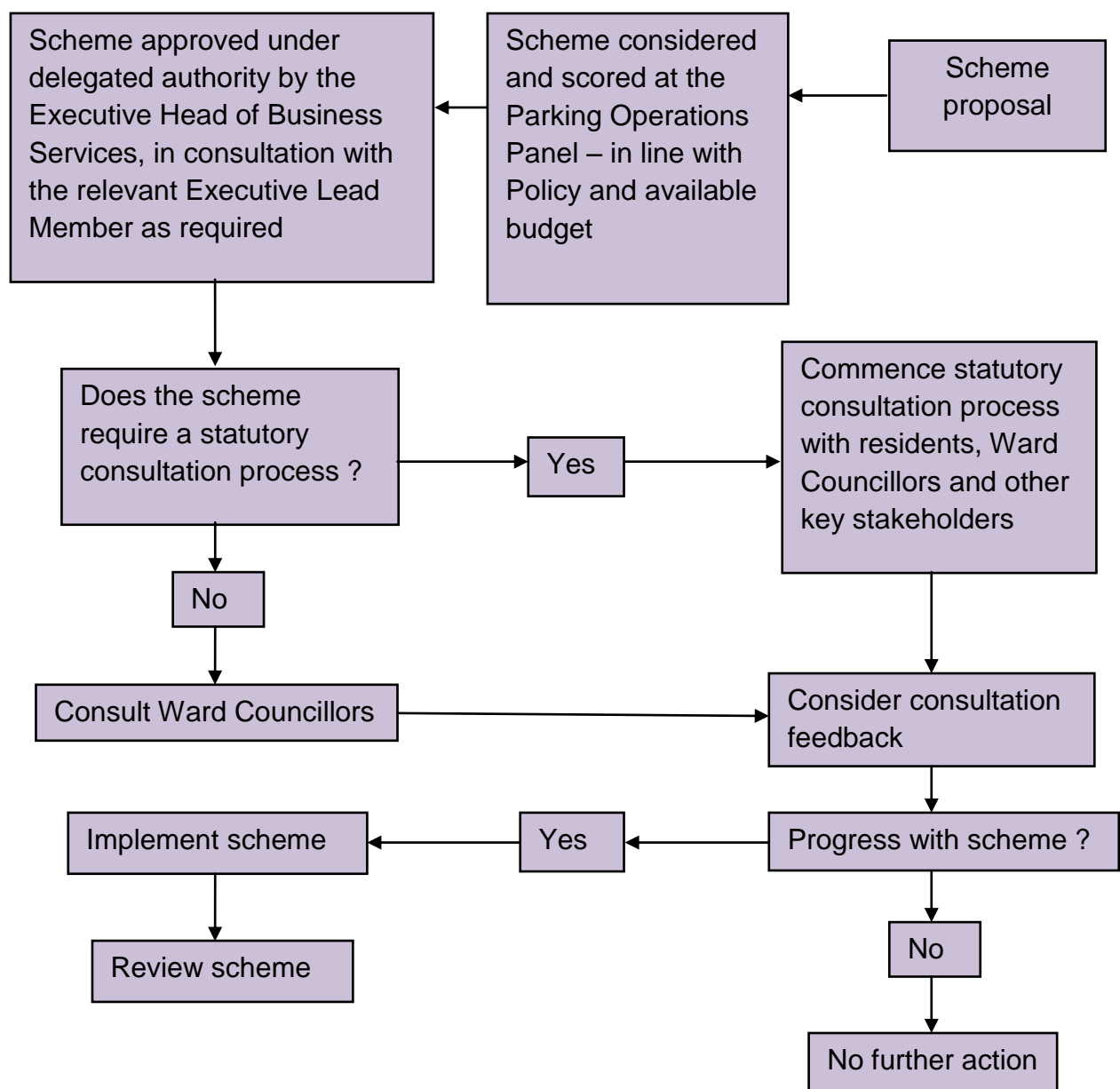
It introduces flexibility and means that we can adjust assessments of parking schemes to ensure we are meeting up to date requirements. This especially applies to schemes potentially affected by businesses or a housing development or schemes that can create displacement of parking problems. To note, the framework will not be required to consider schemes that set out to improve road safety at junctions nor will projects that have a very minor effect on parking. The framework will consider schemes that have been developed principally for parking management reasons. Accordingly, schemes containing parking features developed for, or in connection with, accident remedial, traffic management, sustainable transport, accessibility and development control reasons lie outside of this process.

Ultimately, the Council has to make choices, which can be complex, about the allocation and management of parking space and in doing so we will need to balance the needs of all concerned and take actions that some motorists, residents and/or businesses may not support. It is the Council's view that the 'Decision Making Framework & Criteria' is the fairest way to do this.

The 'Decision Making Framework & Criteria' used to consider schemes can be found in Appendix 2.

Parking Operations Panel

Schemes are considered by a Parking Operations Panel made up of various Council officers with experience in planning, development and regeneration, environmental sustainability, parking, highways and transportation. The members of the Parking Operations Panel are set out in Appendix 2. Operational decisions will be made in line with this Parking Strategy, which forms part of the Council's Policy Framework. The Parking Operations Panel is required to make decisions that comply with Council policy and can be delivered within the available budget. Accordingly, the process of making decisions is set out below :-



Appendix 1

Strategic Action Plan

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
1	Implement operational parking policies to deliver the Parking Strategy	<ul style="list-style-type: none"> ➤ Deliver a consistent approach to parking management throughout Torbay in line with Torbay’s Local Transport Plan – Implementation Plan 	<ul style="list-style-type: none"> • Fairness and consistency • Provide good quality public car parking facilities • Consider wider Council strategic objectives in the design and management of parking provision • Recognise the different characteristics of areas within the Bay while being fair and consistent • Be responsive to changing parking circumstances 	July 2016

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
2	Create a detailed Operational Parking Policy document	<ul style="list-style-type: none"> ➤ Deliver a fair and consistent approach to parking within Torbay to ensure our customers know what to expect ➤ Provide clear guidance on parking related activity in Torbay for all customers to include, the enforcement of restrictions, how to appeal a parking penalty charge notice, the use of Torbay Council car parks for events and parking for volunteers 	<ul style="list-style-type: none"> • Collaboration and transparency • Quality of life • Value for money • Fairness and consistency • Supporting the economy • Provide good quality public car parking facilities • Provide for those with accessibility issues • Recognise the different characteristics of areas within the Bay while being fair and consistent • Keep traffic moving and assist the reliable and effective operation of public transport 	<p>September 2016</p> <p>September 2016</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
3	Keep parking charges under review	<ul style="list-style-type: none"> ➤ Parking tariffs for off-street to reflect the needs of long and short stay customers; within the context of this Strategy ➤ Parking tariffs to factor in demand for parking and the charges set at levels that meet these requirements and promote usage which will include summer and winter demands in line with budgetary requirements ➤ Revenue growth to be increased by encouraging the use of both on and off-street pay and display parking areas and other income opportunities in the car parks ➤ Set charges for reserved parking bays to reflect the demand and usage. Also, consider reverting to pay and display in reserved bay areas where demand is low ➤ Review annual car park permit charges in line with the daily parking charges 	<ul style="list-style-type: none"> • Collaboration and transparency • Value for money • Fairness and consistency • Supporting the economy • Listen to the needs of residents, businesses and visitors • Provide for those with accessibility issues • Consider wider Council strategic objectives in the design and management of parking provision • Recognise the different characteristics of areas within the Bay while being fair and consistent • Be responsive to changing parking circumstances 	<p>September 2016</p> <p>September 2016</p> <p>April 2017</p> <p>March 2017</p> <p>September 2016</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
4	Improve the Customer's Experience	<ul style="list-style-type: none"> ➤ Provide the option to make payment for annual permits via direct debit ➤ Introduce a three day permit which does not need to be used on consecutive days ➤ Further promote payment for parking via mobile phone and make this option available for on-street parking areas ➤ Provide pay and display machines which will take card payments, including contactless payments ➤ Install new and vibrant signage into the car parks ➤ Consider implementing 'pay on exit' at other car parks 	<ul style="list-style-type: none"> • Quality of life • Value for money • Fairness and consistency • Efficiency and effectiveness • Provide good quality public car parking facilities • Promote sustainable modes of transport and improve air quality • Listen to the needs of residents, businesses and visitors • Provide for those with accessibility issues • Consider wider Council strategic objectives in the design and management of parking provision 	<p>October 2016</p> <p>October 2016</p> <p>August 2016</p> <p>April 2017</p> <p>November 2016</p> <p>April 2017</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
4 Cont	Improve the Customer's Experience	<ul style="list-style-type: none"> ➤ Provide extra pay machines in car parks where demand is high ➤ Implement a programme of repairs, maintenance and improvement (subject to funding) for all relevant car parks ➤ Ensure the customer is able to purchase car park permits from a full range of Council outlets ➤ Introduce virtual parking permits 	<ul style="list-style-type: none"> • Recognise the different characteristics of areas within the Bay while being fair and consistent • Be responsive to changing parking circumstances 	<p>September 2016</p> <p>September 2016</p> <p>June 2016</p> <p>May 2017</p>
5	Efficiencies	<ul style="list-style-type: none"> ➤ Update IT systems to improve the customer experience and potentially make efficiencies with less manual processes ➤ Ensure Civil Enforcement Officers are deployed into the areas where compliance is required through better use of technology 	<ul style="list-style-type: none"> • Value for money • Efficiency and effectiveness • Provide good quality public car parking facilities • Improve road safety and accessibility • Provide for those with accessibility issues 	<p>May 2017</p> <p>May 2017</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
5 Cont	Efficiencies	<ul style="list-style-type: none"> ➤ Investigate joint procurement of systems, machines and other equipment with neighbouring local authorities ➤ Investigate shared service provision with other local authorities ➤ Explore alternative use of car parks where the demand for parking is low ➤ Make full use of technology and other methods of enforcement in areas where compliance is low 	<ul style="list-style-type: none"> • Consider wider Council strategic objectives in the design and management of parking provision • Recognise the different characteristics of areas within the Bay while being fair and consistent • Be responsive to changing parking circumstances 	<p>October 2016</p> <p>April 2017</p> <p>September 2016</p> <p>2016 ~ 2021</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
6	Marketing and income generation	<ul style="list-style-type: none"> ➤ Make better use of social media to advertise the various parking permits and other parking offers ➤ Continually explore other income opportunities within car parks 	<ul style="list-style-type: none"> • Value for money • Supporting the economy • Provide good quality public car parking facilities • Listen to the needs of residents, businesses and visitors • Provide for those with accessibility issues • Consider wider Council strategic objectives in the design and management of parking provision • Recognise the different characteristics of areas within the Bay while being fair and consistent • Be responsive to changing parking circumstances 	<p>September 2016</p> <p>September 2016</p>

No.	OBJECTIVE	KEY ACTIONS	LINK TO AIMS AND VALUES	IMPLEMENTATION
7	Meeting parking demand	<ul style="list-style-type: none"> ➤ Ensure that off-street parking demand is met within existing car parks and consider alternative or additional parking arrangements where appropriate ➤ Consider changes to on street parking restrictions in liaison with the Highways Department and in consultation with Ward Councillors and local Community Partnerships ➤ Review all existing Controlled Parking Zones, including residents parking bays, and if inappropriate, consider revoking after consultation ➤ Consider the need for and opportunity to introduce 'Park & Ride' facilities in Torbay 	<ul style="list-style-type: none"> • Efficiency and effectiveness • Supporting the economy • Improve road safety and accessibility • Promote sustainable modes of transport and improve air quality • Listen to the needs of residents, businesses and visitors • Provide for those with accessibility issues • Recognise the different characteristics of areas within the Bay while being fair and consistent • Keep traffic moving and assist the reliable and effective operation of public transport • Be responsive to changing parking circumstances 	<p>2016 ~ 2021</p> <p>2016 ~ 2021</p> <p>April 2017</p> <p>2016 ~ 2021</p>

Appendix 2

Decision Making Framework & Criteria

Accessibility

Does the scheme...

- Improve parking infrastructure and/or availability for disabled drivers?
- Make parking easier for carers of elderly or disabled residents?
- Minimise walking distances and/or obstructions for walking disabled?
- Improve parking provision for shoppers?
- Improve parking provision for leisure and entertainment activities?
- Enables complete accessibility for emergency services?
- Enable or improve accessibility for trade collection/delivery?
- Enable or improve existing accessibility for refuse collection?
- Improve parking provision for residents parking at home?

Environmental impact

Does the scheme...

- Negatively affect the public realm and add to street clutter?
- Improve air quality?
- Help to keep traffic moving?
- Help to keep roads safe?
- Optimise use of parking facilities?
- Make a safer environment for pedestrians

Public opinion

Is the scheme...

- Supported by public opinion?

Development

Does the scheme...

- Consider investment in car parking capacity..?
- Consider housing development, including Community Infrastructure Levy, where applicable?
- Consider local business development, including Community Infrastructure Levy, where applicable?

Sustainable transport

Does the scheme...

- Promote use of energy efficient vehicles?
- Promote use of cycling?
- Promote use of, and access to, public transport?

Legislation and regulation

Does the scheme...

- Comply with national Traffic and Parking Legislation?
- Comply with the National Planning Policy Framework?
- Comply with the Local Transport Plan – Implementation Plan?
- Have potential for legal challenge?
- Meet the priorities set out in the Council Corporate Plan Priorities?

Value for money

Does the scheme...

- Generate income able to be reinvested as per section 55 of the Road Traffic Act?
- Have significant implementation and maintenance costs?
- Create efficiencies that are of time or cost benefit to the public and/or the Council?
- Support economic benefit to businesses?

Compliance

Does the scheme...

- Achieve compliance through monitoring?
- Achieve compliance through enforcement?

Members of the Parking Operations Panel

- Executive Head of Business Services – Chair
- Executive Lead for Planning, Transport & Housing
- Service Lead - Traffic & Parking Regulation Enforcement & Parking Operations – Vice Chair
- Highways and Transport Service Manager
- Highways Development & Traffic - Senior Engineer
- Team Leader – Strategy & Project Delivery
- Senior Officer - Strategy and Project Delivery Officer

Substitute representatives for Panel Members from appropriate teams may participate as necessary.



Parking Strategy Consultation Report

August 2016

Method	Number of responses
Total email responses	45
Total letter responses	3
Total	48

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1. Introduction

The strategy sets out the key work areas for Parking Services over the next five years. It has been prepared with the future of parking in the Bay in mind and in response to the findings of a Review of Parking consultation which took place earlier this year.

The Parking Strategy reflects the aspirations of the Local Transport Plan as well as the Ambitions, Targeted Actions and Principles set out in the council's Corporate Plan (2015 ~ 2019). It aims to 'provide a fair and consistent approach to the way we manage parking while supporting the council's ambition to create a prosperous and healthy Torbay'.

Torbay Council wants to make the most efficient and effective use of its available resources as it continues to give a range of parking provisions. As parking affects many areas of life for residents, businesses and visitors to Torbay, the strategy seeks to balance the needs of both car users and non-motorists alike. This includes emergency services, commuters, public transport users and groups with more specific needs.

Faced with the prospect of increasing levels of car ownership, the strategy aims to support the local economy and keep our road network free from the detrimental effects of traffic congestion and pollution.

2. Methodology

This consultation was open between 18 July 2016 and 26 August 2016. The consultation was promoted on the council's consultation web page, posters in Torbay council car parks and a press release issued to local media outlets. It was also promoted on the Council's social media forums and emailed to respondents from the parking review consultation, Viewpoint Panel members and local stakeholders. Written responses were sent to consultation@torbay.gov.uk.

Council and TDA staff were also consulted as was the Overview & Scrutiny's Task & Finish Group.

3. Summary of responses

In total there were 48 responses to the consultation

Four organisations/groups responded to the consultation. These were Cockington, Chelston and Livermead Community Partnership, Paignton Neighbourhood Forum, Paignton Regatta Committee and Torbay Athletic Club.

There were 44 emailed and hard copy responses received from individuals.

Seven of the above 44 responses were from residents of Vane Hill Road who were prompted to request solutions to parking issues in their area via the consultation inbox. These emails were forwarded to the Council's Highways service along with one further

email that expressed problems with disabled parking spaces. Where relevant, comments have been included in the Parking Strategy consultation analysis.

4. Analysis of Responses

As there was no questionnaire produced to gather opinion about the strategy, the responses received were all free text. Respondents were free to comment as many times as they wished and on as many different themes/points as they wanted to cover.

Organisation Responses

Comments from the organisations and groups responses expressed a wish to have further involvement in the decision making process and to be able to comment on the proposed Operational Parking Policy. Concern was also raised about the possible introduction of year round parking on the Paignton Esplanade and its impact on the many events that different organisations hold on the green. Consideration of these organisations and how they run their events was strongly recommended.

Other comments were:

- *“It is a fine collection of wise words and ambitious aspirations though there is very little in hard facts dealing with changes to any of the current parking restrictions or the introductions of new parking zones.”*
- *“There is an unsupported statement about the correlation between parking fees and footfall in town centres being ‘anecdotal’ – suggest someone must have done research on this nationally so a definitive statement could and should be made as this could have a major influence on the strategy for the Town Centre”*
- *“Consideration should also be given to the introduction of ‘car clubs’ within Torbay as part of the strategy. Such an element has the potential to reduce the number of parked cars within Torbay’s neighbourhood streets, and at the same time bring financial savings to hard pressed residents whilst maintaining the convenience of car availability”*
- *“In the longer term, it is not clear that a ‘park and ride’ solution is realistically achievable within the Paignton area having regard to the lack of a site being available that would prove to be satisfactory.”*
- *“Overall the strategy proposed is a realistic view of what is feasible and achievable and is a balanced approach.”*

Responses from individuals

Overall, the majority of individuals’ comments were on similar specific themes and issues to the Parking Review consultation. There were fewer comments about the strategy itself. Responses received that were about the strategy generally, were a mixture of positive and negative comments, however, positive statements were often accompanied with suggestions for specific additions or considerations.

Comments about the strategy:

- *“Re the parking strategy, I welcome the changes proposed in principle. I would also urge you to invest in the appearance of the car parks, in particular the Temperance Street multi storey and the Victoria centre car parks which are in a quite shocking state, or at least they were the last time I used them. The car parks are both the first and last impression that visitors have of the town.”*
- *“Thank you for the opportunity to comment on the strategy which is clear and concise My only comment is that there is no real evidence of partnership plans with business in the area and also what the strategy will be for the no's and type of car parking...”*
- *“It does seem that your criteria are to say the least vague and leave you the scope to do anything that you want to further reduce parking and minimise car use by making it even harder for drivers and the local population many of which are older and rely on their cars to be able to do what they need to do.”*
- *“Having read the proposed strategy, I think the majority of proposals are biased, unfair, not transparent, conflicting figures and based on out of date data. This strategy's only true fact is that there is need for change but the whole document is based on confusing, out of date, conflicting data which is certainly not transparent or collaborated upon. It is neither fair or consistent or effective and efficient.”*
- *“In my opinion the parking strategy does not take into account the two most important factors for a prosperous and vigorous future for Torbay and these are: a) encouraging locals to visit and shop in the three town centres and b) encouraging day tourists and holiday makers to visit and stay within the resorts.”*
- *“It told me absolutely nothing about parking. How Much. Where. For How Long. It was typical councillor's gobbledegook.”*
- *“Just gone through the parking strategy it's a great report and as far as I can see should deliver the job provided you get the buy in.....”*
- *“The strategy all sounds pretty sensible bearing in mind the current financial circumstances. However, I have one basic comment to make. Somehow, you have to encourage more residents to spend more time in the town centres and thus spend more money. At the moment many residents do not spend enough time in the towns because of the high parking charges.”*
- *“I read with considerable interest the draft document "Torbay Council's Parking Strategy 2016 - 2021. However I just wonder how this strategy was developed and who has carried out the investigations to allow the development of such a document. It is of course full of holes, presumptions and inaccurate fact.”*
- *“Surely any review or strategy needs to have data to be able to make informed decisions and to plan for the future. If no data is held on the profitability of schemes implemented to date, it is seemingly impossible to know what criteria to use to make future decisions on new applications or indeed review existing Residents' Parking schemes?”*
- *“This parking strategy MUST include more emphasis on the use of public transport.”*

- *“Surely this parking strategy has to go hand in glove with your transformation strategy.”*
- *“I have a lack of confidence in any real improvement in this service contract, provided by Torbay Council will do what it wants forget the residents they are only an annoyance that provides some additional funding.”*
- *“I couldn't see any mention of income bring ring fenced to invest back into the car parks and would also like to see reference to this income being invested into green infrastructure. Secure road/mountain bike parking in car parks etc or more cycle paths around the bay. It's important that the council does not see this as a way to earn money (I believe that is central governments opinion) however I do appreciate the reality is you will budget for a certain expected value. With that point in mind, to support the residents in the bay, which statistically have above average health issues and rising obesity levels, you need to encourage people to be able to park 'free' in some places which encourage walking and exercise where you want them to go. Your strategy would benefit from drawing reference to this point and the fact that there still are 'free places to park' and where they are in the bay.”*
- *“This review firstly needs to look at the areas there are charging, then the charges themselves. Secondly the review needs to look at residential parking areas and introducing a non commercial vehicle parking in residential areas.”*
- *“The survey of 1600 responses is less than 2% of the population and contains no reference of quantifying the status of them e.g. active car drivers or purely residents. This low figure was not an accurate reflection of Torbay residents and a further consultation should have taken place before a strategy could be drawn up.”*

Other comment themes and issues have been categorised under the list of headings below. Examples of categorised response comments can be found in Appendix 1. An anonymised collection of all individual responses is available from the PPR Team on request.

- Disability
- Town Centres
- Parking Charges
- Controlled Parking Zones
- Enforcement and Inconsiderate Parking
- Tourism
- Facility Improvement
- Inadequate Spaces
- Park and Ride
- Other

For further information please contact the Policy Performance and Review team on 01803 207227 or email consultation@torbay.gov.uk

The information used to collate this report has been collected and processed in accordance with the Data Protection Act, 1998.

5. Parking Strategy Consultation Report: Appendix 1: Examples of Categorized Comments

Disability

- *“Many cars park in these two spaces with or without blue badges. Along the road the double yellow lines are blocking where a lot of spaces could and should be. The people who park in the spaces know there is no law to stop them and are very unreasonable toward disabled people. There are four disabled cars who scramble for these two spaces, and I am the only one who actually lives on the road! There are more cars who park in this road than ever and it will only increase. I cannot afford to pay for a personal disabled bay and actually people do not take notice anyway even if it was purchased.”*
- *“As much as I believe disabled people need special consideration when it comes to parking, many of them are taking liberties and parking in the most inappropriate places. Frequently, double yellow lines are installed to ease a traffic flow problem only for the same area to be filled by disabled badge cars almost before the yellow paint has dried. Surely, this can be dealt with by proper use of the legislation covering "causing an obstruction." In addition, are proper checks being made on the validity of the disabled discs as many cars parked on double yellow lines seem to be miles away from any shops or other facilities.”*

Town Centres

- *“General points. Torquay is not a great shopping destination and the cost of car parking may be a factor. Why pay to park in Torquay when you can park for free on winter Sundays in Newton Abbot? Now we can get to Matford in 30 minutes, clothes shopping in Exeter is as easy as Torquay and the choice is much better!”*
- *“People with expendable income, workers, are usually drive cars, if you make it difficult for them to get to work, park, attend the shops, they will just move out, take their money else where. Torquay will be left with people with little or no income, charity shops, OAPs with free bus passes.”*

Charges

- *“The cost of very short term on-street parking (mainly only of use to pick up something like a repeat prescription) is at 70p too high for pensioners like myself - walking to collect a prescription not being an option.”*
- *“Evening charges on meters. (Especially off season). £2.50 might be ok if you are going to the theatre or cinema, but what about allowing a short stay for a walk along the beach? Could the off peak permit be extended to include some of the meters?”*

Controlled Parking Zones

- *“I would like to add how we pay enough in Council tax and the annual payment to park on the road we live in should not be increased as at times it's highly likely we can't park due to non residents being allowed to park for an hour for free.”*
- *“I am in favour of controlled parking and the use of resident permits and proper policing of such. Our small roads are full of cars often nothing to do with residents. It works elsewhere so why not in Torbay.”*

Enforcement and Inconsiderate Parking

- *“Vehicles parking on pavements, both cars and vans, is positively dangerous for pedestrians, forcing people who may not be all that nimble or pushing a pram out into the traffic. I believe there is no national legislation covering pavement parking but surely this could be covered by a local bye-law.”*
- *“Make more money by having traffic wardens next to schools enforcing double yellow lines. E.g. Cockington Primary on Avenue road where daily issues and dangers are created. Reducing the amount of illegal parkers here would help everyone. Encourage more people to walk.”*

Tourism

- *“Holiday makers with families need to be encouraged to park and stay for the day at one of the beach side venues. This needs to be affordable and timed so that cars do not have to be moved two or three times during the stay. I know holiday makers who stay in Torbay but most days visit venues in the surrounding area where parking is free or much cheaper.”*
- *“The charges made to park at the beach car park at Broadsands is beyond understanding, the council is just taking advantage and taking money not as you state "working to a more prosperous Torbay", sadly taking advantage and not working to encourage tourists to come to Torbay.”*

Facility Improvement

- *“Shoalstone Car Park, Brixham. The spaces are very limited and there are areas of grass that could be brought into the park. The other day there were lots and lots of cars unable to get parked there. A very good investment for the council!!”*
- *“The car parks are not particularly welcoming places and not signposted well. I have met a number of visitors, particularly in Torquay, who are very confused. The strategy does mention improving the sites which is very welcome.”*

Inadequate Spaces

- *“In the new parking strategy it is suggested that there is adequate parking in Torbay. This is probably true for most of the year, but in Brixham during the summer months it is inadequate.”*
- *“In areas where the demands for on street residents parking is high, can some consideration be given to painting parking spaces to ensure the spaces are used sensibly? Too often poor parking in Rowley Road means the actual number of cars able to park is reduced hugely. Equally separate areas for motorcycles”*

Park and Ride

- *“We should also make more of the Brixham Park and Ride - better signage, larger area and maybe a dedicated bus.”*
- *“Park and ride sounds great, but is not good if you have stuff to carry. The buses serving the P&R need to have space for pushchairs, walking aids etc, and ideally single deck. The cost needs to make it attractive to cars with 2 or fewer passengers too!”*

Other

- *Continue with being able to pay once & move to another long term carpark in Torbay with the same ticket”*
- *“Don't turn Cary Green into a carpark when you've said you have plenty of parking already available.”*

Record of Decision

Mayor's Response to Objection to the Parking Strategy 2016-2021

Decision Taker

Mayor on 29 September 2016

Decision

- (i) that the Mayor disagrees with the objection to the Parking Strategy 2016-2021 as he does not support the use of mobile camera enforcement vehicles; and
- (ii) that the Executive Head of Business Services be requested to explore other forms of camera technology, other than mobile camera enforcement vehicles, for example putting cameras on crossing patrol lollipops or permanent cameras outside schools (which would be funded by the schools) to address concerns about public safety, in particular road safety risks to children outside school entrances.

Reason for the Decision

To respond to the Council's objections to the Parking Strategy 2016-2021.

Implementation

The original report, together with this record of decision, will be considered at the Council meeting on 27 October 2016.

Information

At the Council meeting on 22 September 2016, the Council formally objected to the Parking Strategy 2016-2021 on the basis that:

- i) the Council is concerned that public safety, in particular road safety risks to children outside school entrances, has not been given sufficient priority. Therefore, the Mayor reconsiders the Officer recommendation as set out below:
 - (i) That the Torbay Council Parking Strategy 2016-2021, as set out in Appendix 2 to the submitted report, be adopted, except that the phrase "However, this Strategy does not support the use of mobile enforcement cameras" should be deleted on page 15, under the section marked 'Fair Enforcement', and replaced with the following statement:-

"In particular the use of mobile enforcement cameras can improve road safety for children outside school entrances and reduce the road safety risks presented to public transport users. Strict operating procedures should be applied to the use of any mobile technology to ensure that fair enforcement is undertaken and the law abiding motorist is not penalised."
 - (ii) That the Parking Operations Panel and Members involvement in the decision making process be reviewed after one year.

In accordance with the Constitution at F4.9, the Council therefore requires the Mayor to consider this objection by 14 October 2016 either:

- a) submit a revision of the Parking Strategy 2016-2021 with the reasons for any amendments to the Council for its consideration; or
- b) inform the Council of any disagreement that the Executive has with any of the Council's objections and the Executive's reasons for any such disagreement.

The Mayor considered the recommendations of the Council and his decision is set out above.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

Yes – Reference Number: I023562

Does the call-in procedure apply?

No

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

None

Published

3 October 2016

Signed: _____
Mayor of Torbay

Date: 3 October 2016

Agenda Item 13



Meeting: Council Meeting

Date: 27 October 2016

Wards Affected: All

Report Title: Local Transport Plan – Implementation Plan

Is the decision a key decision? Yes

When does the decision need to be implemented? Immediately

Executive Lead Contact Details: Cllr Mark King, Executive Lead for Planning, Transport and Housing, 07873 254117, mark.king@torbay.gov.uk

Supporting Officer Contact Details: Andrew Gunther, Senior Planning and Public Health Officer, 01803 208815, andrew.gunther@torbay.gov.uk

1. Proposal and Introduction

- 1.1. The Devon and Torbay Local Transport Plan (LTP) Strategy 2011-2026 provides strategic context and sets out how transport should be delivered within Torbay. This document provides an overarching strategy across Torbay and Devon for investing in the transport network across all modes of transport.
- 1.2. Sitting underneath the main LTP strategy are a series of more detailed implementation or delivery plans which provide more detail on the projects which will be funded and delivered during any five year period. Devon County Council and Torbay Council each have separate delivery plans relating to projects and investment occurring in each area. However, both sets of plans conform with the overall LTP Strategy.
- 1.3. Torbay Council's previous Implementation Plan expired this year and therefore the Council is required (by the Transport Act 2000) to provide an updated document on how it intends to deliver the Devon and Torbay Local Transport Plan Strategy over the next five years.
- 1.4. The Council previously carried out two rounds of consultation (in November 2015 and in February 2016) regarding the production of a new Implementation Plan. A third round of consultation for a period of 4 weeks (September/October 2016) was carried out on the proposed plan. The results of those consultation exercises have helped to influence the preparation of the final document together with engagement with Council Members and Senior Officers.
- 1.5. Appendix 2 contains the proposed 'Torbay Local Transport Implementation Plan 2016-2021' which details how the Council intends to deliver transport projects over

the next five financial years, beginning 2016/17. This Implementation Plan sets out a proposal to use Integrated Transport Block Funding (received annually as grant from the Department for Transport) to support a number of committed projects over the next 2 years (for information, note Appendix 3 provides further detail on these projects). It also supports a process for the development of additional future projects which is based on an evidence based approach, the detailed development of business cases and the delivery of projects which are evaluated in the context of the Council's Capital Plan budget and the Council's Capital Plan Prioritisation Matrix. This approach will help ensure integrated delivery of transport infrastructure in conjunction with other projects and that they respond holistically to Council priorities.

2. Reason for Proposal

- 2.1 As the Local Transport Plan forms part of the Council's Policy Framework, the approach for implementing transport projects need to be agreed by Members via Full Council.

3. Recommendation(s) / Proposed Decision

- 3.1 The Torbay Local Transport Implementation Plan 2016-2021 in Appendix 2 is adopted.
- 3.2. The Council supports a proportion of capital funding, sourced from the Integrated Transport Block, (£330,000) to develop new capital projects over the next 2-3 years, including the production of evidence and business cases to support those projects, as set out in this report and the Implementation Plan (Appendix 2).
- 3.3. The Council supports the use of 'Integrated Transport Block' grant funding to become part of the Council's Capital Plan budget and for the use of the Capital Plan Prioritisation Matrix to be used to assess the development of capital transport projects.

Appendices

Appendix 1: Supporting Information and Impact Assessment

Appendix 2: Torbay Local Transport Implementation Plan 2016-2021

Appendix 3: Committed Schemes

Supporting Information and Impact Assessment

Service / Policy:	Torbay Local Transport Implementation Plan 2016-2021
Executive Lead:	Cllr Mark King
Director / Assistant Director:	Kevin Mowat

Version:	2	Date:	18/10/16	Author:	Andrew Gunther
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>Torbay Council's previous Implementation Plan expired this year and therefore the Council is required (by the Transport Act 2000) to produce a new plan to set out how it intends to deliver the Devon and Torbay Local Transport Plan Strategy over the next five years.</p>
2.	<p>What is the current situation?</p> <p>The Council delivers transport projects according to the priorities set out in the Devon and Torbay Local Transport Plan Strategy and other Council policy framework documents. The previous Local Transport Implementation Plan identified all projects for delivery over a five year period (2011/12-2015/16).</p> <p>The new plan for delivery of transport projects over the next 5 years (2016/17-2021/22 - see Appendix 2) contains a list of projects which the Council is already committed to delivering (further information contained in Appendix 3 – Committed Projects) and an approach for the development of further projects within this timeframe. This project development approach involves investing resources in developing detailed schemes, on the basis of robust business cases responding to Council Member and community engagement, which provide value for money and respond to agreed Council priorities.</p>
3.	<p>What options have been considered?</p> <p>An alternative option to the proposal set outlined in this report would be to identify a full list of new projects which the Council is committed to funding over the next 5 years. This option was considered less favourable than that of developing schemes in further detail for later approval as the Council would have less surety at this stage that the projects would be delivering value for money and the best outcomes for Torbay in terms of health and prosperity. The option proposed provides for flexibility over the 5 year period of the Implementation Plan and a robust process to ensure projects deliver quality outcomes.</p>
4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p>

	<p>This proposal will support the delivery of a ‘Prosperous and Healthy Torbay’. According to the Implementation Plan, transport projects will be delivered according to the approval of successful business cases which specifically meet the ambitions, principles and delivery objectives of the Corporate Plan. The Council’s Capital Plan Prioritisation Matrix specifically assesses projects on how well they meet Corporate Plan priorities, therefore transport projects which are ultimately delivered will have been required to have scored strongly in terms of delivering the ambitions and principles of the Corporate Plan. For instance projects will score better which promote physical activity, access to services and growth of employment, support the delivery of the Council’s town centre Masterplans, respond to Mayoral commitments and reduce deprivation/inequalities.</p>
<p>5.</p>	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>Everybody in Torbay, as persons who directly uses any element of the transport network to travel (by foot, cycle, bus, train and car) will be potentially impacted by this proposal. In directly, people will be affected as the transport network has an impact on the local economy and services.</p>
<p>6.</p>	<p>How will you propose to consult?</p> <p>Two earlier rounds of consultation have been carried out regarding the development of the new Implementation Plan. The responses to the consultation have helped inform the final version of the plan alongside further discussion with Council Members and Senior Officer engagement.</p> <p>The consultation methods for both round of consultation included targeted letters and e-mails to persons on Torbay Council’s Spatial Planning consultation database (which includes statutory consultation bodies, local groups and stakeholders as well as persons who have specifically registered to be notified regarding Spatial Planning consultations) as well as wider promotion to the general public through press releases, being made available on the Council’s website and through visible communication methods such as the display of posters in Torquay Town Centre. As part of the consultation, a questionnaire was developed to illicit answers to specific issues.</p> <p>A third round of consultation was carried out for four weeks (during September – October 2016) on the final version of the Implementation Plan. Consultation methods involved advertising the document via the Council’s website and once again contacting persons and organisations directly on the Council’s database (as above).</p>

Section 2: Implications and Impact Assessment	
7.	<p>What are the financial and legal implications?</p> <p>There are no additional budgetary resource implications on the Council budget. Transport projects will continue to be funded by the Council through the Integrated Transport Block funding (which will become part of overall Capital budget). The Council will also continue to access additional funding outside the Council budget from sources such as the Local Enterprise Partnership, the Department for Transport and planning contributions made from developmental growth in Torbay to assist the development of capital transport investment.</p>
8.	<p>What are the risks?</p> <p>If the recommendation is not adopted, the Council will not be fulfilling its duty under the Transport Act 2000 to update its Local Transport Plan every 5 years. Although the strategy element is still live (Devon and Torbay Local Transport Strategy 2011-2026) the Implementation element is now out of date and due for renewal. Without an update, the Council risks finding it difficult to access external funds (e.g. from the Department of Transport) and will not have an agreed plan in place to strategically support investment in the transport network which may lead to lack of implementation and uncoordinated delivery which does not deliver best value for the Council.</p>
9.	<p>Public Services Value (Social Value) Act 2012</p> <p>The impacts of any transport scheme on the economic, social and environmental well-being of Torbay, which is within the scope of the Public Services Value Act 2012, will be assessed through the approach to developing projects, outlined on page 6 of the Implementation Plan and the use of the Council's Capital Plan Prioritisation Plan Matrix. Additional assessment of environmental impacts, only where required by environmental regulations such as the Habitats Directive or the Environment Impact Assessment Directive (including associated Regulations), will be undertaken as part of individual scheme development.</p>
10.	<p>What evidence / data / research have you gathered in relation to this proposal?</p> <p>A detailed evidence base for the Local Transport Plan Strategy can be found on the Council's website. In addition, other evidence based documents such as the Joint Strategic Needs Assessment and the evidence base for the Local Plan has been used to inform this proposal.</p> <p>Fundamentally, the approach recommended in this Implementation Plan is based on using the evidence base which the Council has available to understand the transport needs of Torbay, use the evidence to develop business cases and schemes, and carry out monitoring and evaluation of schemes during and after delivery which will in turn inform future project development and needs assessment. This is a method of project development based on good practice in</p>

	terms of taking an evidence-based approach to delivering best outcomes.
<p>11.</p>	<p>What are key findings from the consultation you have carried out?</p> <p>Consultation has been carried out on two separate occasions on earlier versions of the Implementation Plan. Consultation responses showed that consultees supported investment in schemes which assist walking and cycling (highest priority), public transport (2nd highest priority) and private vehicles (3rd highest priority). 72 separate ideas for schemes were put forward as part of the consultation and a wide range of responses were received in terms of priority for those individual schemes.</p> <p>A third round of consultation was carried out on the final, proposed document during September/October 2016. Many of the consultation responses related to identifying individual schemes which respondents felt merited investment and delivery. It is important to note that the LTP Implementation Plan does not provide specific detail on which schemes will be delivered in addition to those already committed. Instead, it sets out a clear process for the development of new projects and defines how those projects will be assessed. The process provides for the development of new projects which respond to Torbay's needs, are shaped by quality engagement with members, businesses and the community and deliver maximum benefit for the Council (responding to corporate priorities). Responses on scheme suggestion will be retained by the Council for consideration in future project development during the course of this Implementation Plan.</p>
<p>12.</p>	<p>Amendments to Proposal / Mitigating Actions</p> <p>The Torbay Local Transport Implementation Plan 2016-2021, recommended for adoption, features a change in emphasis from earlier consultation versions of the plan in terms of developing projects to take an evidence-based approach and a more detailed project development strategy involving additional resource to be expended on the development of business cases. This approach responds to the need for projects to be integrated with the delivery of Council investment elsewhere in the built environment e.g. through Masterplans (to take a holistic approach) and deliver outcomes which ensure transport infrastructure is best meeting Corporate Plan priorities.</p> <p>A third round of consultation was carried out on the final, proposed document during September/October 2016. Many of the consultation responses related to identifying individual schemes which respondents felt merited investment and delivery. It is important to note that the LTP Implementation Plan does not provide specific detail on which schemes will be delivered in addition to those already committed. Instead, it sets out a clear process for the development of new projects and defines how those projects will be assessed. The process provides for the development of new projects which respond to Torbay's needs, are shaped by quality engagement with members, businesses and the community and deliver maximum benefit for the Council (responding to corporate priorities). Responses on scheme suggestion will be retained by the Council for consideration in future project development during the course of this Implementation Plan.</p>

Equality Impacts

13	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people	The provision of public transport provides opportunities to increase social mobility amongst older and younger persons.		
	People with caring Responsibilities			No differential impact
	People with a disability	Investment in the highway network, including ring fencing budget to tackle road safety, will help to improve conditions for people with physical mobility issues.		
	Women or men			No differential impact
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			No differential impact
	Religion or belief (including lack of belief)			No differential impact
	People who are lesbian, gay or bisexual			No differential impact
	People who are transgendered			No differential impact

People who are in a marriage or civil partnership			No differential impact
Women who are pregnant / on maternity leave			No differential impact
Socio-economic impacts (Including impact on child poverty issues and deprivation)	Investment in transport infrastructure, responding to the capital plan matrix, will ensure that projects must score strongly in terms of ameliorating deprivation and improving health/economic outcomes. Enhances project monitoring and evaluation will aid an understanding of the effect of transport interventions in Torbay.		
Public Health impacts (How will your proposal impact on the general health of the population of Torbay)	The proposal will lead to transport projects being implemented which score highly against delivering direct health outcomes (e.g. increased physical activity) and indirect outcomes such as economic improvement. Targeted investment to reduce deprivation will help to reduce health inequalities. Taking an evidence based approach, coupled with robust monitoring and evaluation is a methodology which is familiar to the development of effective public health interventions and should help to deliver better overall outcomes for projects, including but not exclusive to public health issues alone.		
14	Cumulative Impacts –		

	Council wide (proposed changes elsewhere which might worsen the impacts identified above)	The Torbay Local Transport Implementation Plan 2016-2021 sets out a flexible framework for the delivery and development of capital transport projects in Torbay over a 5 year period. The Plan embraces corporate priorities. When changes are made in Council policy, those with transport implications should respond to the existing policy framework including this plan.
15	Cumulative Impacts – Other public services (proposed changes elsewhere which might worsen the impacts identified above)	The Torbay Local Transport Implementation Plan 2016-2021 sets out a flexible framework for the delivery and development of capital transport projects in Torbay over a 5 year period. The Plan embraces corporate priorities. When changes are made in other public services/policy, those with transport implications should respond to the existing policy framework, including this plan.

Torbay Local Transport Implementation Plan 2016 – 2021

October 2016

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THE IMPLEMENTATION PLAN

1.1 About this Implementation Plan

This document sets out the approach the Council will take to delivering transport projects and investment over the next 5 years (2016/17 – 2020/21). This plan will deliver investment in the transport network across all modes of travel including walking, cycling, public transport and roads.

1.2 Building on a record of success

1.2.1 Track record

Torbay Council has a good track record of delivering investment in the transport network to support the needs of the economy and community. As well as investing the Council's own funds, the authority has been successful in securing significant external funding through the Government's Local Pinch Point Fund, the Heart of the South West Local Economic Partnership and contributions from developments to deliver schemes. For instance, this has included the delivery of significant improvements along the Western Corridor, reversal of traffic into Torquay Town Centre, road junction improvements and cycle links in Torquay Gateway. In addition, the Council continues to make progress to deliver a new railway station at Edginswell. The Council has delivered the new South Devon Highway creating a new link of strategic importance in terms of dramatically improving connectivity from/to Torbay to the rest of the region.

1.2.2 Funding transport improvements

Torbay Council receives an annual capital expenditure grant (Integrated Transport Block) from government to deliver transport projects. The Department for Transport grant for the next five years is expected to be around £5.3 million (£1,063,000 annually). In this plan, some of the funding is committed towards the delivery of ongoing projects and the remainder will be allocated to projects which meet Council priorities. This plan proposes that the Integrated Transport Block becomes part of the wider Torbay Council capital projects budget to support integrated delivery of projects across Torbay. Other than committed projects which are outlined in this plan, the development of future projects for delivery (phased across each of the 5 years) will be based upon a detailed understanding of transport needs and an understanding of how those projects can deliver best value in terms of resource allocation and to maximise the benefits to the community. It is a project development approach which is designed to deliver quality transport schemes for all transport users.

The Council can also bid for money that may become available from other grant sources (e.g. additional government funding, the Local Enterprise Partnership, other public bodies, the wider capital plan) and/or seek contributions from new development in Torbay for appropriate projects. These funding sources may be used in conjunction with funding from the Integrated Transport Block (as match funding), Torbay will seek opportunities to combine funding in order to increase investment in transport infrastructure.

1.3 The Strategy – Devon and Torbay Local Transport Plan 2011-2026

This Implementation Plan for Torbay, acts as a delivery mechanism for a wider Local Transport Plan (LTP) Strategy which Torbay Council shares jointly with Devon County Council.

The LTP has five key objectives to deliver the vision:

- Deliver and support new development and economic growth
- Make best use of the transport network and protect the existing transport asset by prioritising maintenance
- Work with communities to provide safe, sustainable and low carbon transport choices
- Strengthen and improve the public transport network
- Make Devon the 'Place to be naturally active'

Sitting underneath the main LTP Strategy are a series of more detailed implementation or delivery plans which provide more detail on the exact projects which will be funded and delivered during a 5 year period. Devon County Council and Torbay Council each have separate delivery plans relating to projects and investment occurring in each area. However, both sets of plans feed into the overall LTP Strategy. This plan replaces the previous Torbay LTP Implementation Plan which ran for 5 years from adoption in 2011.

1.4 A Prosperous and Healthy Torbay

Torbay Council's Corporate Plan 2015-2019 places emphasis on two objectives being of central importance to everything the Council does – a **prosperous economy** and a **healthier community**.

1.4.1 Connections within Torbay, connecting people and places, goods and services

The transport network supports our economy and the overall quality of life of people in the Bay by connecting people, goods and services. As well as providing opportunities to increase overall mobility, a sustainable transport network makes it easier for people to undertake a greater proportion of their journeys by walking, cycling and using public transport, as well as by car. Sustainable transport investment provides opportunities to improve the quality of public spaces and road junction improvement (supporting town centre Masterplans), improve road safety across the network for all users, support successful bus service provision, and improved opportunities to travel by rail. The benefits of investment in sustainable transport are well evidenced and positively impact on both economy and health for example:

- a healthier and more physically active population
- reduced air and environmental pollution
- reduced road traffic congestion and accidents
- reduced noise and vibration
- increased community well-being
- better functioning social support networks

In this way, sustainable transport has a strong influence on the health of the population in Torbay. The projects delivered in the context of this plan will play an important part in creating a 'Prosperous and Healthy Torbay'. The relationship between economy and health is two-way. Improved economic conditions such as greater levels of employment and higher pay are linked to better health outcomes.

Equally, improved health can benefit the economy by producing a healthier workforce and reduced burdens on public health and care services, many of which are provided by the Council and its partners.

Related Council strategies such as the Healthy Torbay Strategy, the Torbay Economic Strategy, the town centre Masterplans and the Local Plan are central to delivering a prosperous and healthy Torbay and therefore will play a key role in informing transport project development.

1.4.2 Connectivity to/from Torbay, to national and international markets

Transport infrastructure has a key role to play in supporting the success of Torbay as an economy. The Council has made great strides in delivering better connectivity by road with the delivery of the South Devon Highway. This vital link will need to be supported by complimentary improvements to the wider Torbay transport highway network. The Council will also seek to improve links by rail from existing stations and to deliver Edginswell Railway Station. Investment in the walking and cycling network, both within Torbay and working with partners to deliver improvements to the strategic cycle network across our boundary (e.g. improving connections to Torbay from adjacent areas such as Newton Abbot and Totnes) will play a key role in reducing congestion, increasing mobility and contributing to a healthier Torbay. Making the most of Torbay's cycle hub, the Velopark, allied with effective management of leisure cycling and walking routes provides an opportunity to attract increased visitor trips and stimulate the tourism economy.

1.4.3 The Implementation Plan – a plan for investment in capital transport infrastructure

This Implementation Plan is about delivering against capital expenditure (fixed assets). It does not include revenue expenditure. The Council will also look to explore opportunities to support projects like improved bus and rail services that may require revenue funding, however they are unable to be funded specifically through this plan.

Funding for the maintenance of the highway infrastructure is also not within the scope of this plan. The Council receives a separate government grant for the maintenance of roads, footways, cycleways, bridges, retaining walls, street lighting, traffic signals, other structures and equipment. The current allocation to maintain Torbay's transport infrastructure is becoming increasingly challenging due to increasing costs and reducing budgets. However, projects delivered in the context of this Implementation Plan can impact on future Council maintenance costs. For instance, we know that encouraging more journeys to be undertaken by alternative means to the private car can reduce pressure and costs – every 1% increase in vehicular traffic, results in a 0.48% increase in costs for road carriageway maintenance.

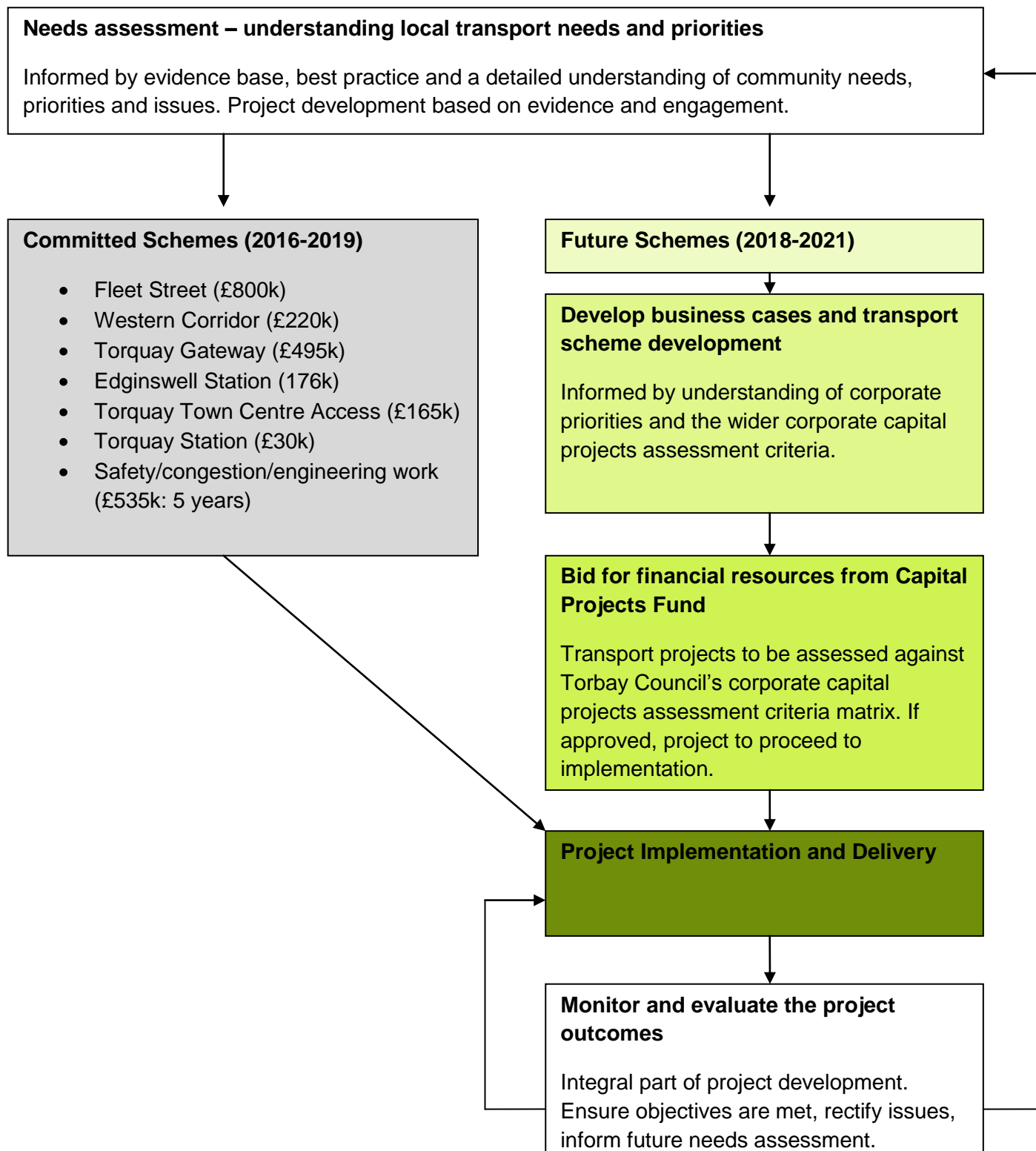
1.4.4 Delivering the Implementation Plan

This Implementation Plan includes investment for delivering a range of committed projects and a flexible process for the detailed development of additional projects during the course of the 5 years of this plan, which respond to community needs and council priorities.

2 LTP IMPLEMENTATION PLAN – DELIVERING PROJECTS

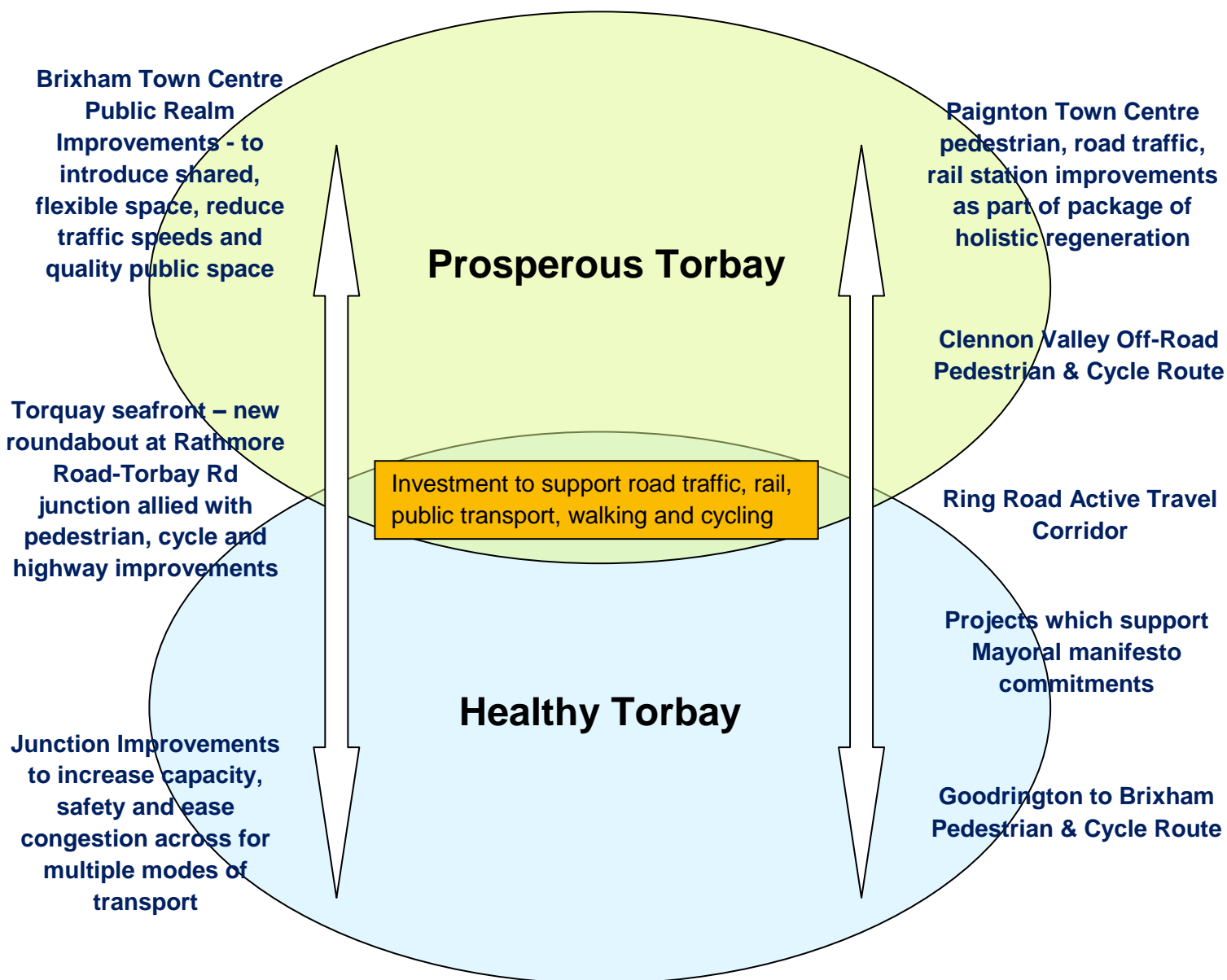
2.1 Process Diagram

The process for delivering transport projects within the scope of this 5 year Implementation Plan is outlined below:



Appendix A – Illustration of future schemes which could be delivered between 2016-2021

The diagram below illustrates some of the projects which could be delivered in Torbay through this plan over the next 5 years. The list is not intended to be exhaustive (additional projects will arise during the course of the plan) or represent a list of future commitments but does provide an indication of some potential opportunities which could be investigated further. Projects with strong business cases will be considered for delivery.



Appendix 3 – Committed Schemes

Scheme	Funding	Total Scheme Cost	Source of additional funding	Description of scheme	Level of Commitment	Delivery
Fleet Street	£0.800m	£1.866m	Previous council funding allocation spent on earlier phases	Final phases to complete the granite surfacing between GPO roundabout (not including the roundabout itself) and Fleet Walk Shopping Centre	Granite purchased, programme to be on site in 2017	Torbay Development Agency (design and contract management)
Western Corridor	£0.220m	£8.794m	£7.3m - LEP £1.25m - DfT Pinch Points £0.024m - Developer Contributions *additionally the junctions at Roselands Drive and White Rock were provided by developers	Works between (and including) Churscombe Cross and Windy Corner.	Business Case approved by LEP and DfT. Contractor currently on site for current phase. Tenders due out next month for next two phases. Windy Corner programmed for completion in 2018	Torbay Development Agency (design and contract management)
Torquay Gateway	£0.495m	£3.936m	£3.441m - LEP	Improvements to Scott's Bridge and Gallows Gate junctions, cycleway between Shiphay Lane and Crownhill, and additional lane capacity between Shiphay Lane and Lowes Bridge (Newton Road).	Works to Gallows Gate and the Cycleway are almost complete. The contract has been awarded with a start in November for Scott's Bridge. Discussions ongoing with Network Rail about Newton Road, expected completion in 2018	Torbay Development Agency (design and contract management)
Edginswell Station	£0.176m	£9.208m	£4.000m - LEP £5.032m - DfT New	New Railway Station provision to support "Torquay Gateway" growth area.	Council has committed funding to date to support	Torbay Development Agency (design and

			Station Fund		the development of the station	contract management)
Torquay Town Centre Access	£0.165m	£0.458m	£0.293m - LEP	Reversal of traffic flow between Laburnum Row and Trematon Avenue to support free flow of traffic into town centre. Associated works to Central Church junction were necessary.	Scheme nearing completion	Torbay Development Agency and Tor2
Torquay Station	£0.030m	£0.060m	£0.030m - Great Western Railway	Provide public toilets on Platform 2 (trains heading out of Torbay) to improve public facilities and conditions. There are currently no facilities on this side of the platform.	Site investigation and survey works have begun with detailed works to be delivered in 2017.	Great Western Railway (contract management and works)
Safety / Congestion / Engineering Work	£0.535m	£0.535m	Funding will be sought from Developer Contributions where possible	Road Safety Schemes, traffic management infrastructure such as signage improvements, minor congestion relief such as small junction improvements. Schemes are typically very minor.	Road safety schemes are agreed annually with members through a road safety report. Minor congestion relief schemes are agreed through Executive leads.	Highways (design and contract management)



Meeting: Council

Date: 27 October 2016

Wards Affected: All

Report Title: Children's Services Improvement Plan: Six Month Update

Is the decision a key decision? No

When does the decision need to be implemented? N/A

Executive Lead Contact Details: Julien Parrott, Executive Lead for Adults and Children, julien.parrott@torbay.gov.uk

Supporting Officer Contact Details: Andy Dempsey, Director of Children's Services, 01803 208949, andy.dempsey@torbay.gov.uk

1. Proposal and Introduction

- 1.1 Torbay Children's Services were judged to be inadequate in January 2016, following an inspection by Ofsted undertaken in November 2015. The Council had previously been issued with an improvement notice in January 2011 following similar findings in respect of safeguarding services for children and young people.
- 1.2 In May 2016, Torbay Council was subject to a Statutory Direction confirming the appointment of Hampshire County Council's Chief Executive, John Coughlan, as the Commissioner for Children's Services in Torbay. Hampshire were also contracted as 'expert advisor' to support the required improvement activity.
- 1.3 A Children's Improvement Board (CIB), chaired by the Commissioner and comprising of the Department for Education, Council, partner agencies and Elected Member representatives has now been established to oversee improvement activity. Meeting on a monthly basis, the CIB receives regular updates on improvement activity, within Children's Services and across partners, performance data and the emerging impact on outcomes for children.
- 1.4 A key element within the improvement journey is the planning and oversight tool. This has recently been refreshed with input from Hampshire to ensure a very tight focus on the recommendations made by Ofsted, as the starting point for the development of a vision for sustainably good services for children. The improvement plan remains a work in progress and is subject to regular review by Children's Services and Corporate Leadership within Torbay Council and the CIB. A copy of the Improvement Plan is attached at Appendix 2.

forward thinking, people orientated, adaptable - always with integrity.

2. Reason for Proposal

- 2.1 A key finding by Ofsted was that corporate and departmental leadership and management had been ineffective in prioritising, challenging and improving the quality of Children's Services, particularly those for children in need of help and protection. This was compounded in Ofsted's view by a lack of focus on ensuring effective practice and good frontline services for children and families.
- 2.2 Research suggests that sustainable and demonstrable improvements commence at the point there is a frank recognition and acceptance of the service's weaknesses¹. At this stage, improvement activity requires to focus on core systems, dealing with any backlogs and securing thresholds in order to 'stabilise' the service, as the basis for service improvement.
- 2.3 Working within a clear evidence base for improvement activity and with the support of Hampshire colleagues, Children's Services have refocused its improvement activity towards getting the basics right and building an ethos and culture that embraces rigorous and forensic self assessment. A revised format for articulating and monitoring the delivery and impact of improvement activity is key to this changed approach.
- 2.4 The revised improvement plan (attached at Appendix 2) builds on the Hampshire experience as improvement partner to the Isle of Wight and seeks to create clear links between Ofsted recommendations, improvement actions and better outcomes for children. It is a direct response to the challenge posed by Hampshire colleagues that previous improvement activity was far too diffuse and complicated with the risk that it compounded rather than addressed Ofsted's concern about a lack of focus on core activities.
- 2.5 The improvement plan attached at Appendix 2 summarises activity up to the end of August and will be considered by the CIB at its meeting on 26th September. It is acknowledged that some areas of improvement activity are less well developed particularly those around cross cutting themes such as domestic abuse and early help. The improvement plan will be kept under regular review to ensure that any remaining gaps are addressed, that agreed actions are delivered and determine the impact of activity on outcomes for children and families. Further improvement actions will emerge as evidence shows that service stability is such that the focus can shift towards the pursuit of quality in practice.
- 2.6 Ofsted undertook their first monitoring visit on 25th/26th July since their judgement of inadequate in January 2016. Their overall finding is that the local authority is making **expected progress** to improve services for its children and young people. Ofsted's findings are broadly similar to those of Hampshire particularly around the ongoing variability in the quality of assessments and plans, the timeliness of some activity and evidencing impact for children and families.
- 2.7 Hampshire are providing substantial input from a team of senior children's social care leaders and managers who are offering a range of tailored support interventions which, at this stage, is heavily 'diagnostic' in character. This is beginning to shift towards a greater focus on actions including revising practice standards, management oversight and training for practitioners/managers.

2.6 Alongside scrutiny of the improvement plan by the CIB and Children's Services and corporate leadership, updates will be provided to Council on at least a six monthly basis as part of the enhancement of governance arrangements for Children's Services.

3. Recommendation(s) / Proposed Decision

3.1 That the Council note the progress to date as set out in the Improvement Plan (Appendix 2 to the submitted report) and agree to receive updates on a regular basis.

Appendices

Appendix 1: Supporting Information

Appendix 2: Children's Services: Improvement Action Plan

Background Documents

Action Research into improvement in Local Children's Services (Spring 2016)
ISOS Partnership and Local Government Association (LGA)¹

Agenda Item 14

Appendix 1

Supporting Information and Impact Assessment

Proposal:	Children's Services' Improvement Plan
Executive Lead:	Julien Parrott
Director / Assistant Director:	Andy Dempsey

Version:	1	Date:	21.09.16	Author:	Andy Dempsey
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Section 1: Background Information	
1.	<p>What is the proposal / issue?</p> <p>To note the progress to date as set out in the Children's Services' Improvement Plan.</p>
2.	<p>What is the current situation?</p> <p>Following dialogue with the Hampshire improvement team, the improvement plan has been substantially revised in order to provide for a much tighter focus on actions that will directly address the recommendations made by Ofsted.</p> <p>The plan is very much a work in progress and will be subject to regular oversight and scrutiny by the Children's Improvement Board, Children's Services' Leadership Team and Corporate Leadership Team.</p>
3.	<p>What options have been considered?</p> <p>The revised improvement plan follows an approach that Hampshire have found effective in their work as improvement partner for the Isle of Wight. The changed approach has only recently been adopted and it is acknowledged that work is ongoing to ensure the plan is exhaustive in setting clear, deliverable actions against all Ofsted recommendations.</p> <p>Hampshire had identified that the previous approach was complicated and insufficiently focussed.</p>
4.	<p>How does this proposal support the ambitions, principles and delivery of the Corporate Plan 2015-19?</p> <p>The revised action plan will contribute towards the following key priority within the Corporate Plan.</p> <ul style="list-style-type: none"> • Protecting all children and giving them the best start in life
5.	<p>Who will be affected by this proposal and who do you need to consult with?</p> <p>The action plan will impact on Children's Services and its partners working</p>

	through the Children's Safeguarding Board.
6.	<p>How will you propose to consult?</p> <p>The improvement plan aims to direct and develop the work of Children's Services and the range of partner agencies. Ongoing review and consultation on content and progress will be undertaken through the Improvement Board and the Safeguarding Board.</p>
<p>Section 2: Expected Implications and Impact Assessment (These sections will be updated and expanded following the consultation period.)</p>	
7.	<p>What are the <u>expected</u> financial and legal implications?</p> <p>There are no direct financial or legal implications from the revised planning format.</p>
8.	<p>What are the <u>expected</u> risks?</p> <p>If the revised approach is ineffective there is a risk that Children's Services will not improve in line with the expectations of Ofsted and the DfE Commissioner with an adverse impact on outcomes for children and families.</p>

Torbay Children's Services: Improvement Action Tracker

Version -20-9-16

Agenda Item 14
Appendix 2

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
Children in need of help and protection						
Ensure that assessments are timely, proportionate and effectively identify the risks, and needs and protective factors, leading to appropriate and measurable plans						
Assessment timescales expected to complete with 20 days, exceptions are 45 days	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Assessment Timeliness practice standards to be revised Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. Performance reporting to specify the distribution of working days from the referral outcome to assessment authorisation. 	<ul style="list-style-type: none"> Increase in percentage of assessments completed within 20 days 	<ul style="list-style-type: none"> 19% at 20 days (Oct 15) 81% within 45 days (Oct 15) 	<ul style="list-style-type: none"> 60% 20 days / Apr 17 90% 45 days / Apr 17 	The development of greater proportionality in single assessments has yet to deliver any sizeable or sustained increase in the numbers of assessments completed within 20 days.
S47 assessments to be completed within 15 working days	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> CP Enquiry (S47) practice standards to be revised Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. Heads of Service to comply with management oversight appendix within Scheme of Delegation in relation to S47 authorisation. Performance reporting to specify working days from strategy meeting outcome to conclusion of S47 	<ul style="list-style-type: none"> All CP investigations completed within timescales % of ICPCs held within 15 working days of initial strategy 	<ul style="list-style-type: none"> 75% (Oct 15) 70% (Sept 15) 	<ul style="list-style-type: none"> 100% / Apr 17 95% / Apr 17 	<p>Similar proportions of investigations are currently overrunning.</p> <p>Performance on this measure shows sustained improvement at to the planned levels</p>
Child's record identifies risk, needs and protective factors	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Assessment Quality practice standards to be revised. Practice standards to reflect consistent use of Signs of Safety risk assessment and danger statements. Practice standards to be implemented for Single Assessment and Safeguarding and Supporting Families teams. 5 day Signs of Safety training commissioned for all social work staff during November 2016 	<ul style="list-style-type: none"> % of case audits which rated the quality of assessments as at least RI 	<ul style="list-style-type: none"> Base line to be re-worked 	<ul style="list-style-type: none"> 90% / Apr 17 	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Consistent application of CP	Head of Service	<ul style="list-style-type: none"> Heads of Service to comply with management oversight appendix to 	<ul style="list-style-type: none"> % of Section 47s that lead to an initial case 	<ul style="list-style-type: none"> 53.1% (Apr – Oct 15) 	<ul style="list-style-type: none"> 60%+ / Apr 17 	Larger volumes of section 47s are still be completed than that compared to

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
thresholds and CP process	MASH/ SA Head of Service SASF	Scheme of Delegation in relation to S47 authorisation. <ul style="list-style-type: none"> Performance reporting to capture Heads of Service oversight Child Protection training to be facilitated for all Team Managers and Chairs / IROs 	conference <ul style="list-style-type: none"> Children subject to sec 47 per 10k CPP per 10k 	<ul style="list-style-type: none"> 322 (2015/6) 86 CPP per 10k (Oct 15) 	<ul style="list-style-type: none"> 250/ Apr 17 55 / Apr 17 	Benchmarks The number on plans is currently consistently in line with statistical benchmarks
Reduce number of single assessments that result in no further intervention	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> MASH Operational practice standards to be revised and implemented. Additional descriptors to be written into single assessment to identify interventions completed Assessment Quality practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. 	<ul style="list-style-type: none"> % of referrals where the child is assessed considered not to be in need 	<ul style="list-style-type: none"> 46% (2015/6) 	<ul style="list-style-type: none"> 23% / Apr 17 	The number and proportion of single assessments that do not lead any further role have reduced slightly so far this year.
Child's record identifies outcome based CIN and CP plans, including interim planning prior to initial multi-agency meetings	Vashti Wickers/ Giselle Jones	<ul style="list-style-type: none"> Design and develop SMART outcomes based plan using Signs of Safety template Plan to be built into PARIS Plan practice standards to be written and implemented across Single Assessment and Safeguarding and Supporting Families teams. 	<ul style="list-style-type: none"> % of CIN and CP plans audited as at least RI 	<ul style="list-style-type: none"> 79.6% (Apr – Jun 16) 	80% / Apr 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Ensure that timely decisions are made on contacts and referrals and that initial visits to children are prompt						
All contacts/referrals to be screened within 24 hours.	Head of Service MASH/ SA	<ul style="list-style-type: none"> MASH operational procedures to be written and implemented within the MASH. Performance reporting to specify distribution of working days from contact to referral outcome. 	<ul style="list-style-type: none"> % of contacts where a decision was made within 24 hours 	<ul style="list-style-type: none"> 46.6% (Oct 15) 	90% / Apr 17	Since Ofsted's last inspection there has been a sustained improvement in the timeliness of initial decision making within the MASH.
Children in need to be seen within 5 working days of referral outcome.	Head of Service MASH/ SA	<ul style="list-style-type: none"> Child Seen practice standards to be revised Practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. Performance data to specify out of assessments scheduled in that 	<ul style="list-style-type: none"> % of referrals where the child was seen within 5 working days (SA) 	<ul style="list-style-type: none"> 15.6% (Oct 15) 	95% / Apr 17	Compliance whilst improved is still too variable across and within services. The best levels of compliance are within the Assessment Service.

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		reporting month the distribution of working days until child seen. <ul style="list-style-type: none"> Head of Service to comply with management oversight appendix within Scheme of Delegation in relation to initial visit exemptions 				
Children in need of protection to be seen within 1 working day.	Head of Service MASH/ SA Head of Service SASF	<ul style="list-style-type: none"> Child Seen practice standards to be revised Practice standards to be implemented across Single Assessment and Safeguarding and Supporting Families teams. Performance data to specify out of assessments scheduled in that reporting month the distribution of working days until child seen. Head of Service to comply with management oversight appendix within Scheme of Delegation in relation to initial visit exemptions 	<ul style="list-style-type: none"> % of referrals where the child was seen within 1 working days (Sc 47) 	<ul style="list-style-type: none"> 61.5% (Oct 15) 	95% / Apr 17	Compliance levels have been sustained but not significantly improved on the baseline position
• Ensure that 16-and 17-year olds who are homeless are given the opportunity to have a comprehensive assessment and help and support according to their needs						
Ensure that the referral mechanism is effective	YOT and Youth Homelessness Prevention Service (Responsibility YOT Manager)	<ul style="list-style-type: none"> Create and share work flow for 16/17 year olds with Youth Homelessness Prevention service. Agree MASH Screening process. Coordinate weekly tracking meeting for Social Workers completing assessments and Youth Homelessness Prevention workers. 	<ul style="list-style-type: none"> Nos of children 16+ who were subject to a single assessment 	<ul style="list-style-type: none"> 75 (Aug 15 – Jul 16) 	>=100 per year / April 17	The anticipated upturn in assessments CYP 16+ has not yet materialised this year.
Ensure that all young people receive the opportunity for an assessment	YOT Social Workers (Responsibility YOT Manager)	<ul style="list-style-type: none"> Train YOT Social Workers to complete Single Assessments and Signs of safety. New Practice standards to be implemented in IYSS. For process of assessment and management oversight 	<ul style="list-style-type: none"> % single assessments of children 16+yrs cases audited where the quality was at least R&I 		<ul style="list-style-type: none"> 80% / Apr 17 	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Ensure that assessments lead to an offer of help	YOT Social Workers (Responsibility)	<ul style="list-style-type: none"> New Practice standards to be implemented in IYSS. For process of assessment and management 	<ul style="list-style-type: none"> % of CLA entering care who were 16+ 	<ul style="list-style-type: none"> 5% (2015/16) 	<ul style="list-style-type: none"> 5 - 10% Apr 17 	Currently the anticipated upturn in CYP 16 + entering care has not materialised

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and support where needed	ty YOT Manager)	oversight. • Assessments to occur within multi-agency IYSS to improve access to services.				
Ensure that all children who go missing from home or care are offered a timely and comprehensive return interview and that information from these interviews is collated to inform effective targeting of preventative and protective services						
Children who go missing to be offered a return home interview within 72 hours of their return	HOS for Safeguarding and QA	<ul style="list-style-type: none"> review contractual arrangements with existing service provider issue contract variation develop a set of return home interview practice standards implement return home interview practice standards 	<ul style="list-style-type: none"> % of return home interviews who were provided with a return home interview within 72 hours 	<ul style="list-style-type: none"> Performance info as at October 2015 needs to be calc 	100% / Apr 17	Review quarterly contract monitoring data to evidence this position
Monitor and analyse information from return home interviews	Consultant SW/CSE Coordinator CS Performance Lead HOS for Safeguarding and QA	<ul style="list-style-type: none"> all young people who go missing to be discussed at the weekly multi-agency Missing Monday Meeting develop PARIS template to ensure that all missing data is recorded on PARIS LOGI report to be created to monitor volume and timeliness of return home interviews TSCB MACA audit to look at the quality and impact of return home interviews 	<ul style="list-style-type: none"> % of return home interviews audited that were judged to be at least RI 	<ul style="list-style-type: none"> Performance info as at October 2015 needs to be calc 	100% / Apr 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Partnership working						
With partners, ensure that multi-agency thresholds are understood and consistently applied across the partnership						
Threshold document appropriately reflects the expectations of TSCB	AD / TSCB	<ul style="list-style-type: none"> Documentation amended to ensure consistency and aids understanding Document reflects TAF coordinator role 	<ul style="list-style-type: none"> % of contacts that led to a referral 	<ul style="list-style-type: none"> 29% (2015/16) 	35% April 17	Further longitudinal analysis being completed to address the potential of changing thresholds

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		<ul style="list-style-type: none"> Document published 				
Partners apply thresholds effectively	AD / TSCB	<ul style="list-style-type: none"> Training for partners in child's journey and early help and intervention delivered with newly launched documentation available 				
All EH Assessments/Referral Received are appropriate according to threshold.	HOS Targeted Intervention EH Team TAFAs	<ul style="list-style-type: none"> TAF Training TAFAs/CCW roles supporting partners Monitor and review EH assessments received and push back inappropriate assessments with advice and guidance offered. Develop existing Targeted practice. Presentations at Stat SW team meetings to enable consistent understanding of step down processes and the significance of clear plans. 	<ul style="list-style-type: none"> % of EH contacts that lead to a referral 	<ul style="list-style-type: none"> 58% (Oct 15) 	<ul style="list-style-type: none"> 75% April 17 	Numbers of inappropriate referrals decrease and children receive the right support at the right time – April 17 (Amber)
Partners are confident in making single agency referrals and TAC working without reliance on CSC for intervention and support.	HOS Targeted Intervention EH Team TSCB	<ul style="list-style-type: none"> TAF Training TAFAs/CCW roles supporting partners Monitor and review EH assessments received and push back inappropriate assessments with advice and guidance offered. 	<ul style="list-style-type: none"> % of EH referrals judged to be at least RI or better 	<ul style="list-style-type: none"> Existing data 		Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Work effectively with partnerships to ensure that children receive timely and effective early help and assessments and plans are in place for each child						
Children receive a timely response	HOS Targeted Intervention EH Team	<ul style="list-style-type: none"> In day screening of EH assessments to ensure that EH route is appropriate and safe. Any risk is identified and stepped up to MASH within the day. 	<ul style="list-style-type: none"> % of EH stepped up cases responded to within 1 day? 	<ul style="list-style-type: none"> 4 days (Oct 15) 	<ul style="list-style-type: none"> 1 day / Apr 17 	Data needs to be recalculated and presented in line the other compliance measures.
Early Help Panel support good	HOS Targeted	<ul style="list-style-type: none"> Early Help Panel members invited 	<ul style="list-style-type: none"> % invitations to EH that led to attendance 			Attendance of EH Panel members needs to be recorded on PARIS

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threshold management / understanding	Intervention EH Team	<ul style="list-style-type: none"> E H Panel facilitates member challenge and discussion on threshold / LP expectations 				Survey of EH panel membership (November '16)
Support to enable partners to provide consistent response to TAF activities	HOS Targeted Intervention Supporting Families Co-ord	<ul style="list-style-type: none"> TAF coordinators recruitment TAF coordinators support EH assessment authors / LP as chairs 	<ul style="list-style-type: none"> % of TAFs led by partners 	<ul style="list-style-type: none"> Baseline to be produced 	?	
Re-alignment of Targeted Services across the Child's Journey Threshold as part of EH/FSW Review	HOS Targeted Intervention Commissioners across JCT and CSC TSCB/Partners TM's across EH and Targeted	<ul style="list-style-type: none"> Complete report and recommendations for Targeted Intervention across The Child's Journey. Use TSCB and Governance across Partners to roll out formal recommendations Explore variation of contracts/commissioning arrangements – where necessary. Drive TAF training across partnership. Use TAFE/CCW to support up-skilling of partners to create effective Assessments and Plans. Develop new working practices and delivery model for Targeted Services within CSC 	<ul style="list-style-type: none"> % of EH contacts 'nfa'd' % of EH cases that have been received within 12 months 	<ul style="list-style-type: none"> Baseline to be produced 	?	
Ensure that the threshold for a referral to the designated officer is well understood across the partnership						
Ensure that the threshold for a referral to the designated officer is well understood across the partnership	HOS for Safeguarding and QA	<ul style="list-style-type: none"> appoint a Senior IRO with lead responsibility for LADO review existing LADO arrangements develop and implement a set of LADO practice standards update and redistribute LADO promotional material 	<ul style="list-style-type: none"> % of LADO contacts that meet threshold 	<ul style="list-style-type: none"> 71.3% 	?	

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	CS Performance Lead	<ul style="list-style-type: none"> deliver a series of targeted awareness raising sessions to voluntary and community groups create PARIS templates to ensure that all LADO activity is recorded on PARIS and can be reported on produce an annual report for 2015/16 and identify key priorities for 2016/17 undertake a thematic audit to look at the quality of work and the partnership's understanding of the LADO threshold and role 				
With partners, ensure that timely and effective services are in place, particularly in relation to domestic abuse, adult mental health, CAMHS and emergency duty service						
Domestic abuse	Children's Commissioner / TSCB	<ul style="list-style-type: none"> Domestic abuse interventions are available for referral by CSC 	<ul style="list-style-type: none"> % of children in need (as a result of DV) % of CIN receiving DV services 	Baseline to be produced	?	
Adult Mental Health	Children's Commissioner / TSCB	<ul style="list-style-type: none"> Adult mental health: Challenge to AMH member by TSCB engagement in TSCB improvement plan work 	<ul style="list-style-type: none"> Number of Children receiving AMH contacts 	Baseline to be produced	?	
CAMHS	Children's Commissioner / TSCB' HoS Targeted Intervention	<ul style="list-style-type: none"> Challenge to CAMHS member by TSCB Engagement in joint training Engagement in TSCB improvement plan work 	<ul style="list-style-type: none"> % of CIN referred to CAMHS that receive initial consultation within 18 weeks 	Baseline to be produced	100% within 18 weeks / date?	
EDS provides a timely and effective service to children out of hours	Children's Commissioner / TSCB' HoS Targeted	<ul style="list-style-type: none"> Children who are in need of protection receive a robust timely service OOH's Children who are in need receive an appropriate response OOH's 	<ul style="list-style-type: none"> ? Practice standard for EDS contacts? 	Baseline to be produced	100% date	

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	Intervention	<ul style="list-style-type: none"> Engagement in EDS / Devon project steering group 				
Safeguarding and Quality Assurance Service						
Strengthen the quality assurance role in independent reviewing officer and children protection conference chairs and ensure that reviews and conferences result in effective information sharing and purposeful, timely plans for children						
Appoint a HOS	Assistant Director	<ul style="list-style-type: none"> Recruit to vacancy 	% of social work post vacant	28.7% (2015/6)	?	IRO vacancies and management roles have been filled, but recruitment and retention activity has as yet not made any in roads to the levels of permanent staff. However the use of agency staff has reduced.
Appoint a Senior IRO	HOS Safeguarding and QA	<ul style="list-style-type: none"> Create Job Description Recruit to vacancy 	% of social work posts covered by agency staff	24.3% (2015/6)	?	
Implement Signs of Safety Approach	HOS Safeguarding and QA / Senior IRO	<ul style="list-style-type: none"> introduce Signs of Safety as a method to conduct CPCs provide SOS training for CP Chairs in SOS Approach all CP Chairs to undertake 5 day SOS Practice Lead course develop and implement a set of practice standards for CP Chairs and IROs 	<ul style="list-style-type: none"> % of CPP audited that were rated as at least RI) % of ICPC that did not result in a plan – in line with benchmarks 	<i>Data to be provided</i> 78% 2014/15	85% April 17	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards.
Monitor and analyse service specific performance information	HOS Safeguarding and QA CS Performance Lead HOS Safeguarding and QA HOS	<ul style="list-style-type: none"> develop a set of performance measures develop a LOGI PARIS report that captures agreed data set and monitors compliance with practice standards for CP Chairs and IROs introduce monthly team Performance Meeting directly observe Practice of CP 	<ul style="list-style-type: none"> % of CP plans issued within 3 (wrk) days % of CLA reviews cancelled in month % of CLA review where children engaged in review %of IRO 	<ul style="list-style-type: none"> Monthly PARIS performance report under development 	?	

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	Safeguarding and QA	Chairs and IROs annually <ul style="list-style-type: none"> introduce a monthly dip sample/audit of CP and CLA plans and DRPs 	recommendations complete with 5 (wrk) days			
Ensure IROs and CP Chairs provide effective challenge	HOS Safeguarding and QA / Senior IRO	<ul style="list-style-type: none"> deliver a range of bespoke development workshops for CP Chairs and IROs to cover following topics: <ul style="list-style-type: none"> role of CP Chair role of IRO effective challenge SOS participation LADO develop and implement a mid way check process for CP Chairs and IROs to demonstrate oversight of cases 	% of cases audited where the IRO oversight was rated at least RI	To be provided	?	Historic audit judgements are recognised as being over optimistic. New baseline based on audits completed in September onwards
<ul style="list-style-type: none"> Children looked after and permanence planning 						
<ul style="list-style-type: none"> Monitor the progress of children looked after more closely at Key Stage 4 and pay greater attention to ensuring that they achieve five GCSE grades A*-C, including English and maths 						
Monitoring progress	Head of Education, Learning and Skills Virtual Head	<ul style="list-style-type: none"> Data monitored routinely by VH / teachers Designated teacher data tracking set up 	<ul style="list-style-type: none"> CLA Progress measures 	<ul style="list-style-type: none"> Data to be provided 	?	
Attention to attainment	Head of Education, Learning and Skills Virtual Head	<ul style="list-style-type: none"> Additional VH teacher recruitment Attendance officer (LAC) recruitment / attendance is tracked GCSE pod purchased / FC informed of role requirement Develop designated teacher handbook 	<ul style="list-style-type: none"> <i>GCSE 5 + A* to C</i> <i>Progress measures</i> <i>SATS performance</i> 	<ul style="list-style-type: none"> Data to be provided 	?	
<ul style="list-style-type: none"> Review the permanency policy and ensure that permanence planning is pursued for all children in a timely manner and that consideration is routinely given to Foster to Adopt arrangements and concurrent planning, where appropriate 						

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Permanence planning at the earliest stage	Head of Specialist Services	<ul style="list-style-type: none"> Permanence policy written; reflected in practice standards, processes and procedures Permanence Panel TOR reviewed re: EPP Practice Culture drafted Practice development and learning session delivered Practice culture changes from front door through the child's journey 	<ul style="list-style-type: none"> % of children entering care where a permanency planning had occurred within 13 weeks of PLO starting 	<ul style="list-style-type: none"> Data to be provided 	?	
Permanence Plans improve outcomes for CYP.	Head of Specialist Services	<ul style="list-style-type: none"> Permanency decisions monitored and driven forward Outcome based Plan drafted and on PARIS Outcome based plans are effective 	<ul style="list-style-type: none"> % of CLA plans that evidenced permanency planning 	<ul style="list-style-type: none"> Data to be provided 	?	
Increase in Foster to Adopt arrangements	Head of Specialist Services	<ul style="list-style-type: none"> Number of children with foster to adopt arrangements are increasing exponentially. 	<ul style="list-style-type: none"> % of CLA entering care aged 5 and under with a plan for foster to adopt 	<ul style="list-style-type: none"> 1 (Apr – Jun 2016/17) 	95% of under 5's / ?	
<ul style="list-style-type: none"> Care leavers 						
<ul style="list-style-type: none"> Develop ways for care leavers to receive clear and effective advice and guidance on their next steps, which include more formal communication to them of their entitlements 						
Provision of Care Leavers Website	Care Leavers Practice Manager	<ul style="list-style-type: none"> Provide website with advice and guidance for young people Ensure regular review of website updates 	<ul style="list-style-type: none"> % of Eligible and relevant and former relevant that said they had accessed the website 	<ul style="list-style-type: none"> Online user survey rating? 	?	
Care leavers to be able to access information via social media	Care Leavers Practice Manager Care Leavers' Forum	<ul style="list-style-type: none"> Develop and review Social Media Presence Ensure all young people are aware of Social Media for Care Leavers 	<ul style="list-style-type: none"> % of Eligible and relevant and former relevant "following" the page on Facebook 	<ul style="list-style-type: none"> No social media presence 	50% / ?	Face book page live has gone live current number of followers- 34/160
Creation of Introduction to Leaving Care booklet to be given to all Care Leavers	Care Leavers Practice Manager	<ul style="list-style-type: none"> Identify best practice examples of Leaving Care information booklet Develop booklet with feedback from young people in the service. Develop process to ensure all Care 	<ul style="list-style-type: none"> % of eligible, relevant who had received a guide to leaving care 	<ul style="list-style-type: none"> No booklet for all care leavers 	100% / Jul 17	All young people now receive the Guide to Leaving Care

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		Leavers receive booklet.				
Clear pathway for information sharing with Care Leavers	Care Leavers Practice Manager Care Leavers Business Support	<ul style="list-style-type: none"> Produce Care Leavers Communication Strategy which identifies process for giving advice and guidance. Ensure that the communication strategy is updated regularly. 	<ul style="list-style-type: none"> % of Eligible, relevant and former relevant that said that they were well supported in place 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	Communication strategy in place. Review in 6 months in line with advice from Service Users
<ul style="list-style-type: none"> Ensure that the quality of pathways plans is consistently good and that care leavers are actively encouraged to contribute to the development and content of these plans 						
Pathway plans to be re-designed in consultation with young people	Care Leavers Practice Manager Social Work Student	<ul style="list-style-type: none"> Research best practice in pathway plans nationally. Design plan in consultation with young people. Gather feedback on plans and modify on 6 monthly basis. 	<ul style="list-style-type: none"> % of pathway plans were the young person's contribution was evident 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	New Pathway Plan implemented Jul 2016
Quality assurance processes in the care leavers team to ensure good quality pathway plans	YOT Manager	<ul style="list-style-type: none"> Care Leavers service to hold quality assurance reviews on a 6 monthly basis. Collate Quality Assurance of Pathway plans. Collate audit findings in relation to Pathway plans. Initiate practice changes to continually improve plans. 	<ul style="list-style-type: none"> % of pathway plans judged to be at least RI or better 	<ul style="list-style-type: none"> <i>Data to be provided</i> 	?	QA meeting scheduled for October 2016
Young people's forum to review pathway plans on a yearly basis.	Care Leavers Forum	<ul style="list-style-type: none"> Young people to be asked at each pathway planning meeting for feedback on the forms. Establish Care Leavers' forum Feedback to be anonymously collated and triangulated by the Care Leaver's forum. 	<ul style="list-style-type: none"> % of pathway plans were the young person's contribution was evident 	<ul style="list-style-type: none"> No feedback from young people sought in relation to Pathway plans. 	?	Feedback collated December 2016
Pathway plans to be improved in response to	Care Leavers Practice	<ul style="list-style-type: none"> Ensure usage of MOMO app across the service, through provision of appropriate technology and training 	<ul style="list-style-type: none"> % of CLA 15 + who have used MOMO 	<ul style="list-style-type: none"> No feedback from young people sought in 	?	

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feedback from MOMO app.	Manager YOT Manager	for staff. • Data from MOMO app to be used to review quality of Pathway Plans		relation to Pathway Plans. • <i>Data to be provided</i>		
• Leadership and Governance						
• The Chief Executive should ensure that leaderships in Torbay is strong, consistent and sharply focused on improving and sustaining outcomes for children throughout children's social services						
Increase corporate oversight and understanding of CS performance, resource and outcomes	DCS CX	• Introduce weekly keep in touch meeting/teleconference between DCS & CX			Commenced July 2016	Well informed on CS performance, budget and outcome
	DCS /CX	• Implement monthly reporting from DCS to CX on CS performance			First report issued August 2016	CX has a comprehensive overview of performance using appropriate comparators
	DCS / AD corporate Services	• Children Services key decisions and plans incorporated within annual cycle of council decision making arrangements. • Overview & Scrutiny Working Party for Children's Services established.		• In place August 2016	Revised schedule agree with Gov Services September 2016 subject to major review at CS SLT	Key decisions and plans subject to review and revision by Elected Members
Corporate Parenting board	Lead Member AD / Head of Specialist Services	• CPB meets regularly • CP strategy, Plan, Pledge written • Key Partners attend • Training for PCB elected members by LGA arranged / provided	• <i>% of young people receiving support CIN, CPP and CLA confirming positive impact on their needs</i>	• <i>Data to be provided</i>	?	CPB dashboard CPB action plan
• Improve the quality of performance management and monitoring through an improved and robust suite of data, effective and challenging management oversight and rigours action planning						
Deliver Management reporting tool platform	Principal Performance Manager	• Deliver new online reporting tool for all managers and populate with live performance data	• Team managers and Services Managers critique performance and address areas for development in a timely way.	• No ready accessible to live performance data	April 2016 COMPLETED	Q1 Online Tool live and available to Service Managers. Begin roll out of drill down information
		• Establish drill down function on key performance data to see individual	• Team managers and Services Managers	• No ready access to	September 2016	Q2 Online Tool available to Team Managers. Additional drill down available.

Torbay Children's Services: Improvement Action Tracker

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		performance	critique performance and address areas for development in a timely way.	variation in performance at a team and individual level		Begin building in of benchmark information.
		<ul style="list-style-type: none"> Introduce benchmark information across performance data 	<ul style="list-style-type: none"> % of practice standards where there is evidence of sustained improvement in performance 	<ul style="list-style-type: none"> No ready access to benchmark information alongside live performance data 	December 2016	Q3 Build in additional views of data including more benchmarks and outcomes of Audits
		<ul style="list-style-type: none"> Build further PM and service views 			February 2016	Q4 Team and service views built in as standard (as opposed to self service drill downs)
Develop and implement data addressing areas for drift and delay	Principal Performance Manager	<ul style="list-style-type: none"> Develop data on timeliness of decision making, visiting and assessment timeliness. (Data Gaps noted by Ofsted are addressed.) 	<ul style="list-style-type: none"> % of practice standards where there is evidence of sustained improvement in performance 	<ul style="list-style-type: none"> No ready access to drift and delay data 	80% by April 17	<p>Q1 Data on first visits, MASH decision making and visits during assessments / section 47s and timeliness of assessments improved on base line Oct 15</p> <p>Q4 performance on visiting and decision making sustained</p>
Re-establish performance management routine	Principal Performance Manager and HoS	<ul style="list-style-type: none"> Set expectation that performance is reviewed at practice manager level and service level ahead of monthly review 	<ul style="list-style-type: none"> Individual and team compliance on key service expectations known and addressed. 	<ul style="list-style-type: none"> No minuted actions from monthly performance sessions 	September 2016	Q1 Routine of meetings and minutes with improvement actions recorded begins

What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
		<ul style="list-style-type: none"> Record all actions and decisions from monthly performance meetings Develop performance reports for key governance and decision making forums – corporate reporting, Children’s Improvement Board, Corporate Parenting Board TSCB (CS element) 	<ul style="list-style-type: none"> Service Managers and Team managers able to provide own narrative on progress and use data to inform service plans. 	<ul style="list-style-type: none"> SM and TM not able to confidently report on performance 	December 2016	Q2 Evidence that improvement actions routinely addressed
		<ul style="list-style-type: none"> Develop routine reports on the quality outcomes of case audits 	<ul style="list-style-type: none"> Overview of practice quality readily available to DCS,AD, team and service managers every month 	<ul style="list-style-type: none"> No routine report on outcomes of Audits 	December 2016	Q2 Overview of case audits begins to be reported in monthly meetings
		<ul style="list-style-type: none"> Develop routine reports on what children are saying (from MOMO) 	% of CLA who have used MOMO	<ul style="list-style-type: none"> Not routine reports on voice of CLA 	? February 2017	Q3 CLA overview of feedback begins to be reported in monthly meetings
Refine and update PARIS forms to reflect practice and additional information needs	Principal Performance Manager	<ul style="list-style-type: none"> Develop, refine PARIS forms as specified by Ofsted recommendations and remove and reduce unused and forms and fields from PARIS. 	<ul style="list-style-type: none"> Number of forms revised (and simplified) since April 2016 	<ul style="list-style-type: none"> 1 module completely revised and automated letters rolled out 1 module completely revised and LADO forms suite updated and 3 core forms and 2 additional case notes added 1 module completely revisited 1 module updated 6 case notes added and 1 	<p>June 2016</p> <p>Sept 2016</p> <p>December 2016</p>	<p>Q1 – introduce event based case notes – setting up event based notes , referral return letter</p> <p>Q2 – Address LADO, IRO and Single Assessment, Sos Plan, Audit tool,</p> <p>Q3 – Address recording of non CIN, Fostering and finalise Adoption, additional case notes for PLO and Perm planning , Case and personal supervision</p>

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What?	Who?	How?	Success measures	Baseline	Target/ date	Outcome – (report for Q1, Q2, Q3, Q4)
				new forms added • 1 module updated	April 2017	Q4 EH forms revised and updated
		• Upgrade Paris to keep in line with latest releases	• CS staff benefit from removal of known system errors	• Upgrade to current version	April 2017	Q4 latest version implemented
• Ensure that learning from audit activity and training is systematically evaluated and contributes to a learning culture with the organisation						
Implement a new audit tool	Lead Auditor	• Research and develop new case audit tool based on best practice • Roll out training and guidance to auditors	• New audit tool on PARIS • % of cases audited as at least RI or better	• Data to be provided from PARIS	February 2016 completed	<i>Quarterly audit report demonstrates compliance with new audit arrangements</i>
Monitor and analyse audit findings	Lead Auditor	• HOS to meet monthly to moderate audits • report findings from audits into SCMT and WFD Group • dissemination of audit findings using a range of methods: intranet, team meetings, workshops and written reports	• WFD Strategy and forward training programme covers areas identified in audits • Learning from audits accessible via the intranet and a standard agenda item at team meetings • Audit findings to demonstrate improvements in areas • % of cases audited as at least RI or better	• Data to be provided from PARIS	quarterly	<i>Quarterly audit reports demonstrate improvements in terms of areas of learning identified in previous quarters</i>

STANDING ORDERS IN RELATION TO ACCESS TO INFORMATION

STANDING ORDER E15 – SPECIAL URGENCY

Meeting of the Council to be held on 27 October 2016

In accordance with Standing Order E15 in relation to Access to Information, matters which are likely to be key decisions and which have not been included in the Forward Plan may still be determined if the General Exception procedure or Special Urgency procedure as set out in the Standing Orders in relation to Access to Information are followed.

Reports summarising the decisions of the Mayor and the Council which have been taken in accordance with Standing Order E15 (Special Urgency) must be submitted to the Council. The table below sets out the required information:

Matter for decision	Decision	Date of decision
Bolton Cross Appropriation of Land for Planning Purposes Page 141	That the site known as Bolton Cross, Brixham be Appropriated under Section 122 of the Local Government Act 1972. The Chief Executive took this decision on 20 July 2016 on behalf of the Council and the background to this decision is set out in Record of Decision - Bolton Cross, Brixham .	20 July 2016

Steve Parrock, Chief Executive

18 October 2016