



## Policy Development and Decision Group (Joint Operations Team)

Wednesday, 10 January 2018 at 4.00 pm  
to be held in Meadfoot Room, Town Hall, Castle Circus, Torquay, TQ1 3DR

### Membership

Councillor Amil  
Councillor Ellery  
Councillor Excell  
Councillor Haddock  
Councillor King

Councillor Mills  
Councillor Parrott  
Councillor Stockman  
Mayor Oliver

### Agenda

1. **Apologies**  
To receive apologies for absence.
2. **Disclosure of Interests**
  - (a) To receive declarations of non pecuniary interests in respect of items on this agenda  
**For reference:** Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
  - (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda  
**For reference:** Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

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

**Teresa Buckley, Town Hall, Castle Circus, Torquay, TQ1 3DR  
(01803) 207013**

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

**(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.)

**3. Minutes**

(Pages 3 - 23)

To confirm as a correct record the Minutes of the meetings of the Joint Policy Development and Decision Group held on 9 January and 28 June 2017 and the Policy Development and Decision Group (Joint Operations Team) held on 4 September 2017.

**4. Urgent Items**

To consider any other items the Chairman decides are urgent.

**5. Budget Consultation 2018/2019**

(Pages 24 - 27)

To consider the results of the budget consultation for 2018/2019 (report to follow) including the Priorities and Resources 2018/2019 report of the Overview and Scrutiny Board.



## **Minutes of the Joint Policy Development and Decision Group (Joint Operations Team and Joint Commissioning Team)**

**9 January 2017**

**-: Present :-**

Haddock (Chairman)

Mayor Oliver and Councillors Excell, King, Mills and Parrott

(Also in attendance: Councillors Bent, Darling (S), Ellery, Lewis, Stockman and Tyerman)

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### **19. Apologies**

Apologies for absence were received from Councillors Amil and Manning.

### **20. Budget Consultation 2017/2018**

The Overview and Scrutiny Co-ordinator outlined the submitted report setting out the recommendations of the Overview and Scrutiny Board on Priorities and Resources 2017/2018 following a review of the Mayor's budget proposals for 2017/2018. He outlined the process carried out and key issues taken into account by the Board. Since the report had been written the Co-ordinator had consulted members of the Board via email to see if they supported an additional 1% being applied to the Council Tax to help support adult social care as proposed by the Government, they supported this proposal in light of the budget pressures facing adult social care in Torbay. This proposal would be formally taken to the Board and was likely to become an additional recommendation from the Board. Councillors Tyerman and Stockman also made representations on the report on behalf of the Overview and Scrutiny Board.

Members thanked the Overview and Scrutiny Board for their work reviewing the budget and the members of the public who had responded to the consultation and taken part in the review.

It was noted that the report of the Overview and Scrutiny Board and consultation results (circulated on 5 January 2017) would be taken away by Mayor and his formal response would be published in the final budget proposals in February 2017.

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Chairman



**Policy Development and Decision Group (Joint Commissioning Team  
and Joint Operations Team)**

**28 June 2017**

**-: Present :-**

Councillor

Mayor Oliver and Councillors Amil, Excell, Haddock, King, Mills and Parrott

(Also in attendance: Councillors Barnby, Brooks, Darling (S), Morey, Thomas (D) and Tyerman)

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**1. Election of Chairman**

Councillor Mills was elected as Chairman for the meeting.

Councillor Mills in the Chair.

**2. Autism Self Assessment Framework 2016**

The Policy Development and Decision Group considered and noted the submitted report which provided an update on progress made in implementing the Autism Self-Assessment Framework action plan, which measures how local services are performing. Members noted that since the report had been written progress has been made in 2 areas: a for workforce development lead has been appointed by the Clinical Commissioning Group (CCG) and meetings have been set up to progress training. Work on accommodation is in train with completion of the supported accommodation strategy and meetings with supported living providers to prepare for commissioning a framework of providers in September. The report included the following actions:

- Arrangements to be finalised for a joint Autism Board and Learning Disability Partnership Board;
- Establish working relationships with new officers in partner organisations; and
- Progress development of multi-agency training plan.

Resolved:

That the Director of Adult Services be requested to provide an update on the meeting with clinicians to the Health and Wellbeing Board on 6 July 2017 and to keep the Policy Development and Decision Group updated on progress made in implementing the Autism Self Assessment Framework.

### **3. Improving the quality of care homes provision in Torbay**

Members noted a report that provided an update on the work being undertaken by Torbay Council's Joint Commissioning Team and partners to support and improve the quality of care provided to residents of care homes in Torbay.

It was noted that officers, with assistance from the Torbay Culture Board would work with residents, relatives, care home providers and staff and ICO staff and elected members to come up with a care homes charter setting out shared expectations of what good care should look like. The Policy Development and Decision Group would be kept informed on the progress of this work.

### **4. Accessibility Strategy**

The Policy Development and Decision Group considered the Accessibility Strategy 2017-2021 as set out in the submitted report. The Strategy had been developed by the Head of Education, Learning and Skills in consultation with key partners and stakeholders. The Strategy is supplemented by model documents to enable schools to develop a site specific accessibility plan, while the strategy itself will be supported by a detailed action plan to ensure it meets the needs of disabled pupils and helps to raise their attainment.

The Policy Development and Decision Group made the following recommendations to the Mayor:

- (i) that the Accessibility Strategy 2017-2021 be approved and included in the pack given to parents when they make first contact to request an Education and Health Care Plan; and
- (ii) that the Head of Education, Learning and Skills be authorised to develop an action plan in consultation with schools, key partners and stakeholders.

The Mayor considered the recommendations of the Policy Development and Decision Group set out above at the meeting and his decision, together with further information is attached to these Minutes.

### **5. Sustainability and Transformation Plan (STP)**

The Policy Development and Decision Group considered the submitted report which provided the background of the Sustainability and Transformation Plan (STP), the progress achieved during the first year of the STP, the plans for 2017/18 and the STP programme.

The Policy Development and Decision Group made the following recommendations to the Mayor:

- (i) that the Executive Lead for Adults and Children and the Director of Adult Services be authorised to maintain executive oversight and influence over the emerging Sustainability and Transformation Plan

programme on behalf of Torbay Council, with normal scrutiny processes in place; and

- (ii) that the Council commits to a model of a single, strategic commissioning voice for Devon and considers any changed staffing or accountability of management arrangements arising from any proposal. That the Council works with partners to establish Accountable Care Delivery Systems/Accountable Care Organisations and that this development is overseen by the Collaborative Board (with representation from all participating organisations in Devon).

The Mayor considered the recommendations of the Policy Development and Decision Group set out above at the meeting and his decision, together with further information is attached to these Minutes.

## **6. Integration and Better Care Fund 2017-19**

The Policy Development and Decision Group considered a report that set out the arrangements for the pooling of funds for the 2017-2019 Better Care Fund.

The Policy Development and Decision Group made the following recommendation to the Mayor:

that the approach being adopted in relation to the Better Care Fund be endorsed subject to future guidance from NHS England.

The Mayor considered the recommendation of the Policy Development and Decision Group set out above at the meeting and his decision, together with further information is attached to these Minutes.

## **7. Transformation Project - A Redesign of Spatial Planning**

The Policy Development and Decision Group considered a report which proposed that the Council should explore and establish a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority following a recent Development Management Service Peer Review.

The Policy Development and Decision Group made the following recommendations to the Mayor:

- (i) that the Executive Head of Business Services further explore how we could work with other Local Planning Authorities in relation to the delivery of the Development Management Service to maximise value for money and improve overall resilience of the service; and
- (ii) that the Chief Executive, in consultation with the Mayor and Executive Lead for Planning, Transport and Housing and the Executive Head of Business Services, be given delegated authority to explore and establish a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a

nearby Local Planning Authority, so that Torbay Council can drive forward, at pace, the necessary modernisation needed to achieve a more sustainable and resilient planning service.

The Mayor considered the recommendations of the Policy Development and Decision Group set out above at the meeting and his decision, together with further information is attached to these Minutes.

**8. Review of Investment Fund Strategy**

The Policy Development and Decision Group considered a report which proposed a few minor changes to the Investment Fund Strategy in light of lessons learned on previous investments.

The Policy Development and Decision Group made the following recommendation to the Mayor:

that, subject to the level of the Investment Fund remaining at £50m, the Council be recommended to approve the revised Investment Fund Strategy, set out in Appendix 1 to the submitted report.'

The Mayor considered the recommendation of the Policy Development and Decision Group set out above at the meeting and his decision, together with further information is attached to these Minutes.

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Chairman

## Record of Decision

### Accessibility Strategy 2017-2021

#### Decision Taker

Mayor on 28 June 2017

#### Decision

- (i) that the Accessibility Strategy 2017-2021 be approved and included in the pack given to parents when they make first contact to request an Education and Health Care Plan; and
- (ii) that the Head of Education, Learning and Skills be authorised to develop an action plan in consultation with schools, key partners and stakeholders.

#### Reason for the Decision

Local authorities and schools are required to make reasonable adjustments to ensure that disabled pupils are not of a substantial disadvantage. The Accessibility Strategy sets out how the local authority, including schools and partners will:

- Increase provision and access to the curriculum;
- Improve the physical environment of schools;
- Improve the delivery and accessibility of information; and
- Monitor, review and evaluate impact.

#### Implementation

This decision will come into force and may be implemented on 11 July 2017 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

In order for disabled pupils to realise their full potential as learners, it is essential that they are able to access the curriculum, the physical learning environment and information and guidance about educational opportunities in their locality.

The Accessibility Strategy has been developed by the Head of Education, Learning and Skills in consultation with key partners and stakeholders. It is supplemented by model documents to enable schools to develop site specific accessibility plans, while the Strategy itself will be supported by a detailed action plan to ensure it meets the needs of disabled pupils and helps to raise their attainment.

The Mayor considered the recommendations of the Policy Development and Decision Group made on 28 June 2017 and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

No other options were considered.

**Is this a Key Decision?**

No

**Does the call-in procedure apply?**

Yes

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

None.

**Published**

3 July 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 3 July 2017

## Record of Decision

### Sustainability and Transformation Plan (STP)

#### Decision Taker

Mayor on 28 June 2017

#### Decision

- (i) that the Executive Lead for Adults and Children and Director of Adult Services be authorised to maintain executive oversight and influence over the emerging Sustainability and Transformation Plan programme on behalf of Torbay Council, with normal scrutiny processes in place; and
- (ii) that the Council commits to a model of a single, strategic commissioning voice for Devon and considers any changed staffing or accountability of management arrangements arising from any proposal. That the Council works with partners to establish Accountable Care Delivery Systems/Accountable Care Organisations and that this development is overseen by the Collaborative Board (with representation from all participating organisations in Devon).

#### Reason for the Decision

The Sustainability and Transformation Plan will help Torbay cater for an ageing population in Devon, meet the growing demands on health and care services, and help us deliver services within the budget we have available.

#### Implementation

The decision will come into force and may be implemented on 11 July 2017 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

The first year of the Sustainability and Transformation Plan (STP) has seen the NHS and upper tier Local Authorities working collaboratively together across the whole of Devon. Working together on a single plan will ensure the long term clinical/social and financial sustainability of our services for those who live across Devon. Devon's plan is one of 44 across England. These plans address how local services will evolve and become sustainable over the next five years.

The Mayor considered the recommendations of the Policy Development and Decision Group made at the meeting and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

No other options were considered.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.

**Published**

3 July 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 3 July 2017

## Record of Decision

### Integration and Better Care Fund 2017-19

#### Decision Taker

Mayor on 28 June 2017

#### Decision

That the approach being adopted in relation to the Better Care Fund be endorsed subject to future guidance from NHS England.

#### Reason for the Decision

The Council has an obligation to reach agreement with partners on the pooling of funds in the Better Care Fund and this is supported by the Section 75 Agreement.

#### Implementation

This decision will come into force and may be implemented on 11 July 2017 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

The Better Care Fund is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.

The application of the funds is agreed each year between the Clinical Commissioning Group and the Council, and in Torbay with the input of the Torbay and South Devon NHS Foundation Trust.

The Mayor considered the recommendation of the Policy Development and Decision Group made on 28 June 2017 and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

None, as the Better Care Fund is a national mandated initiative which local areas must implement.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.

**Published**

3 July 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 3 July 2017

## Record of Decision

### Transformation Project - Redesign of Spatial Planning

#### Decision Taker

Mayor on 28 June 2017

#### Decision

- (i) that the Executive Head of Business Services further explore how we could work with other Local Planning Authorities in relation to the delivery of the Development Management Service to maximise value for money and improve overall resilience of the service; and
- (ii) that the Chief Executive, in consultation with the Mayor and Executive Lead for Planning, Transport and Housing and the Executive Head of Business Services, be given delegated authority to explore and establish a suitable partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority, so that Torbay Council can drive forward, at pace, the necessary modernisation needed to achieve a more sustainable and resilient planning service.

#### Reason for the Decision

The Transformation Project – Redesign of Spatial Planning was tasked with considering options for Spatial Planning to provide the Council with resilience. A recent Peer Review of the Council's Development Management Service made a clear recommendation that 'the Council should explore further how it could work with other Local Planning Authorities in relation to the delivery of the development management service to maximise value for money and improve overall resilience of the service'.

#### Implementation

This decision will come into force and may be implemented on 11 July 2017 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

#### Information

A recent Development Management Service Peer Review identified that there was an opportunity, through the better sharing of resources with like-minded Councils, to improve resilience whilst also enhancing the best elements of development management services, such as staff, quality outcomes and local accountability.

Given the ongoing budget pressures, which have resulted in resource constraints, an opportunity exists to consider a partnership arrangement for the delivery of Development Management and Spatial Planning functions with a nearby Local Planning Authority. This could enable Torbay Council to drive forward, at pace, the necessary modernisation needed to achieve a more sustainable and resilient planning service.

The Mayor considered the recommendations made by the Policy Development and Decision Group and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

Alternative options were set out in the submitted report but not discussed.

**Is this a Key Decision?**

Yes – Reference Number: I031774

**Does the call-in procedure apply?**

Yes

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

None.

**Published**

3 July 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 3 July 2017

## Record of Decision

### Review of Investment Strategy

#### Decision Taker

Mayor on 28 June 2017

#### Decision

That, subject to the level of the Investment Fund remaining at £50m, the Council be recommended to approve the revised Investment Fund Strategy, set out in Appendix 1 to the submitted report.

#### Reason for the Decision

To review the Investment Fund Strategy and the level of the Investment Fund.

#### Implementation

The recommendations of the Mayor will be considered at the Council meeting on 20 July 2017.

#### Information

At the meeting of Council held on 6 April 2017 Members approved a revised Investment Fund Strategy. This was to ensure that there was the greatest opportunity to maximise benefits income, diversify investments and spread risks.

The Investment Committee has further reviewed the Investment Fund Strategy and has recommended a few minor changes to the Strategy in light of lessons learned on previous investments.

The Mayor considered the recommendation of the Policy Development and Decision Group made on 28 June 2017 and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

An alternative option was proposed by the Investment Committee as follows:

That the Council be recommended to approve the revised Investment Fund Strategy, including the additional £50m for the Investment Fund (making a total of £100m) to be funded from prudential borrowing (when required), set out in Appendix 1 to the submitted report.

#### Is this a Key Decision?

Yes – Reference Number: I029278

#### Does the call-in procedure apply?

No

**Declarations of interest** (including details of any relevant dispensations issued by the

Standards Committee)

None

**Published**

3 July 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 3 July 2017



## **Policy Development and Decision Group (Joint Operations Team)**

**4 September 2017**

**-: Present :-**

Councillor Haddock (Chairman)

Mayor Oliver and Councillors Amil, Excell, King, Mills and Parrott

(Also in attendance: Councillors Darling (S), Ellery and Thomas (D))

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### **13. Apologies**

Councillor King advised that he had to leave the meeting after item 5 as he had another meeting to attend.

### **14. Minutes**

The Minutes of the meeting of the Policy Development and Decision Group (Joint Operations Team) held on 24 July 2017 were confirmed as a correct record and signed by the Chairman.

### **15. Housing Standards - Civil Penalty Policy, Housing and Planning Act 2017**

The Policy Development and Decision Group (Joint Operations Team) made the following recommendations to the Mayor:

- (i) that the Housing Standards – Civil Penalty Policy, Housing and Planning Act 2017 as set out in Appendix 1 to the submitted report be approved; and
- (ii) that funding for 0.5 FTE of Housing Standards Environmental Health Officer be approved.

The Mayor considered the recommendations of the Policy Development and Decision Group (Joint Operations Team) set out above at the meeting and the record of decision, together with further information is attached to these Minutes.

### **16. Exclusion of Press and Public**

Prior to consideration of the item in Minute 17 the press and public were formally excluded from the meeting on the grounds that the item involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended).

(Note: prior to consideration of this item Councillor King left the meeting.)

**17. Lease Renewal of Hollacombe Community Centre (CRC) and St Edmunds Centre**

The Policy Development and Decision Group (Joint Operations Team) made the following recommendations to the Mayor:

- (i) that the Torbay and South Devon NHS Foundation Trust be granted a new 2 year excluded lease for the Hollacombe Community Resource Centre (CRC) from 1 December 2017 to include the option to enter into a sub-lease with a Community Interest Company (CIC) and the Executive Head of Business Services and the Assistant Director of Corporate and Business Services be given delegated authority to finalise the detailed lease terms; and
- (ii) that the Torbay and South Devon NHS Foundation Trust be granted a new 10 year lease for the St Edmunds Centre from 1 December 2017, and the Executive Head of Business Services and the Assistant Director of Corporate and Business Services be given delegated authority to finalise the detailed lease terms.

The Mayor considered the recommendations of the Policy Development and Decision Group (Joint Operations Team) set out above at the meeting and the record of decision, together with further information is attached to these Minutes.

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Chairman

## Record of Decision

### Housing Standards - Civil Penalty Policy, Housing and Planning Act 2017

#### Decision Taker

Mayor on 04 September 2017

#### Decision

- (i) that the Housing Standards – Civil Penalty Policy, Housing and Planning Act 2017 as set out in Appendix 1 to the submitted report be approved; and
- (ii) that funding for 0.5 FTE of Housing Standards Environmental Health Officer be approved.

#### Reason for the Decision

A policy document is required to enable the local authority to issue civil penalties under the new legislation. It also ensures consistency of approach and that protections and safeguarding practices are in place for landlords. It will also enable a robust mechanism within which to defend any challenges that are open to the local authority from landlords, through the means of a tribunal.

To enable effective implementation of the policy, additional resource is required within Housing Standards, the addition of 0.5 FTE will increase the number of inspecting officers from 2.5 FTE to 3 FTE.

#### Implementation

This decision will come into force and may be implemented on Friday, 15 September 2017 unless the call-in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

#### Information

The Housing and Planning Act 2016 introduced a range of measures to crack down on rogue landlords, which comes into operation during 2017, one such measure is the ability to issue civil penalties of up to £30,000 as an alternative to prosecution for certain specified offences. The Housing Standards Civil Penalty Policy details when a civil penalty will be used and sets out a scale of penalty charges.

The Mayor considered the recommendations of the Policy and Development and Decision Group made on 4 September 2017 and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

Alternative options were not considered as not adopting the policy would mean that the local authority would not be able to utilise the legal sanctions available to them.

#### Is this a Key Decision?

No

**Does the call-in procedure apply?**

Yes

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

None.

**Published**

7 September 2017

Signed: \_\_\_\_\_ Date: 7 September 2017

Mayor of Torbay

## Record of Decision

### Lease Renewal of Hollacombe Community Resource Centre and St Edmunds Centre

#### Decision Taker

Mayor on 04 September 2017

#### Decision

- (i) that the Torbay and South Devon NHS Foundation Trust be granted a new 2 year excluded lease for the Hollacombe Community Resource Centre (CRC) from 1 December 2017 to include the option to enter into a sub-lease with a Community Interest Company (CIC) and the Executive Head of Business Services and the Assistant Director of Corporate and Business Services be given delegated authority to finalise the detailed lease terms; and
- (ii) that the Torbay and South Devon NHS Foundation Trust be granted a new 10 year lease for the St Edmunds Centre from 1 December 2017, and the Executive Head of Business Services and the Assistant Director of Corporate and Business Services be given delegated authority to finalise the detailed lease terms.

#### Reason for the Decision

The full reasons were set out in the submitted exempt report. This decision will enable the continuation of service delivery at both St Edmunds Centre and Hollacombe Community Resource Centre.

#### Implementation

This decision will come into force and may be implemented on Friday, 15 September 2017 unless the call-in procedure is triggered (as set out in Standing Orders in relation to Overview and Scrutiny).

#### Information

Members considered an exempt report in respect of proposed lease renewals to the Torbay and South Devon NHS Foundation Trust in respect of the St Edmunds Centre, Torquay and the Hollacombe Community Resource Centre, Paignton to enable continued service delivery.

The Mayor considered the recommendations of the Policy Development and Decision Group made on 4 September 2017 and his decision is set out above.

#### Alternative Options considered and rejected at the time of the decision

Alternative options were not considered as the approach set out in the exempt report was in accordance with the Council's Corporate Asset Management Plan 2015 to 2019.

#### Is this a Key Decision?

No

#### Does the call-in procedure apply?

Yes

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

None.

**Published**

7 September 2017

Signed: \_\_\_\_\_  
Mayor of Torbay

Date: 7 September 2017

## Revenue Budget 2018/2019

### Report to the Elected Mayor

December 2017



#### 1. Background

- 1.1 The Elected Mayor's Draft Revenue Budget Digest was published in October 2017. The Digest set out the proposed budget for each Council service for 2018/2019 including the proposals for service change, income generation and savings. The Priorities and Resources Review panel was established to scrutinise the proposals and to make comments, observations and recommendations as necessary.
- 1.2 The Review Panel comprised the councillors on the Overview and Scrutiny Board and it met in November and December 2017. At its meetings the Panel heard from the Elected Mayor and his Executive Leads as well as from officers from the Senior Leadership Team.
- 1.3 In determining its areas of focus for the review, the Panel noted that the Council's Medium Term Resource Plan (as published in April 2017) identified a "gap" of £9.6 million between the Council's income and expenditure for the 2018/2019 financial year. The Elected Mayor's Draft Budget relied on over £7.5 million of savings that had been identified through the Council's Transformation Programme and through decisions which had already been taken by the Council. Therefore the Elected Mayor was proposing savings of just over £800,000 which would involve changes in service, income generation or efficiencies.
- 1.4 Given the level of oversight during the course of the year which members of the Overview and Scrutiny Board had already had of the Transformation Programme, the Panel determined that it would consider the Elected Mayor's proposed budget through two lenses:
  - What is the impact of the proposed budget on those with social need within Torbay?
  - Do the Elected Mayor's priorities, as reflected in his budget proposals, match the concerns and priorities of the residents of Torbay?

#### 2. Social Need

- 2.1 Representatives of a number of organisations attended the meetings of the Priorities and Resources Review Panel and the Overview and Scrutiny Board to share their views on the Elected Mayor's proposals and the impact that they would have on the organisations concerned.
- 2.2 The Elected Mayor's proposals included a 10% reduction in the grant paid by the Council to the Citizens' Advice Bureau (CAB). This equated to a saving of £6,000. The Panel heard of the increase in work that was being undertaken by CAB as a result of a number of different issues such as: the introduction of Universal Credit; the change in profile of landlords in Torbay with more people falling into rent arrears; change in labour market practices including zero hours contracts; the closure of the Connections office in Torquay. The proposed reduction in grant from Torbay Council coincided with a reduction in a number of other funding streams to CAB. However, CAB were committed to partnership working and felt that there was a way that it and the Council could work smarter together.

- 2.3 Another proposal was that the provision of grants to local youth providers be ceased (a saving of £30,000) with providers being directed to the Torbay Lottery which had been established to enable local organisations to raise funds. A representative of one of the organisations which had previously been in receipt of a youth grants (the Acorn Centre) who recognised the financial pressures that the Council was under but highlighted the preventative work undertaken by the local youth providers. He also highlighted that the Youth Trust was not yet up and running and it was not yet clear the impact that this would make on youth provision in Torbay. The Director of Children’s Services assured members that, as well as the local lottery, support would also be provided to organisations in order to facilitate their bidding processes for other external grants.
- 2.4 Representatives from the community swimming pools at Swim Torquay and Admiral Pool, Brixham spoke on the proposal to create a reserve fund which would continue to provide access to funding for the pools but which would result in a revenue budget saving of £47,000. However, it was unclear to the Panel, and the organisations concerned about what the proposed reserve fund could be used for. Therefore the Panel recommend that clarity on this issue is provided and that the reserve fund should be available to meet costs arising from both unforeseen capital expenses as well as reductions in income.
- 2.5 The Elected Mayor’s proposals included a reduction in funding to the Community Development Trust of £60,000 which was in line with the organisation becoming self-financing as originally envisaged. The Panel heard from a representative of the Trust that it was not in a position to be self-financing at this stage as pressures in other funding streams have had a disproportionate impact.
- 2.6 The Panel also sought the views of the Elected Mayor on whether he was confident that the Council provided the right level of bus subsidies to meet the needs of the community. The Board will be writing to the Elected Mayor and his Executive Lead seeking answers to the questions that were raised during the review.

### **3. Community Concerns**

- 3.1 In order to gain a sense of the matters which were important in the different local communities that make up Torbay, each councillor had been asked to identify the top five issues which their residents contacted them about. In addition, each Community Partnership was asked to provide a submission setting out the priorities in their areas. The main issues identified were as follows:
- Regeneration
  - Affordable Housing – Availability; Maintenance; Housing Standards
  - Highways – Potholes; Congestion (including in and out of Brixham); Speeding (especially in residential areas);
  - Public Street Scene and Green Spaces – Tree and Hedge Maintenance; Grass Verges; Road Gullies; Dog Fouling; Pavements
  - Parking – Charges; Enforcement (including road markings); Park & Ride for Brixham
  - Anti-Social Behaviour and Enforcement – Noise; Odour; Litter and Flytipping; Selling Cars on Streets; Planning Enforcement; Begging and Roughsleeping

- 3.2 It was agreed that regeneration and affordable housing would be added to the Work Programme of the Board. The Elected Mayor and Executive were invited to discuss the other issues identified.
- 3.3 It was recognised that many of the street scene issues were a result of previous decisions by the Council to reduce its spending. It was felt that communities wanted to help themselves and that a solution could be found if TOR2, the Council and the community worked differently together.
- 3.4 In terms of enforcement and antisocial behaviour, some of the issues highlighted were more serious than the cosmetic street scene issues. These were issues which were impacting on people's standards of amenity and privacy. There were external factors which were leading to an increase in demand and there were the cumulative effects of other public service reductions, in particular in relation to the Police and Police Community Support Officers.

#### **4. Conclusions and Recommendations**

- 4.1 The Panel heard repeatedly through its meetings that the Elected Mayor and his Executive would be meeting with partner organisations to discuss the impacts of the Elected Mayor's proposals. Whilst the Panel recognise these discussions have been taking place with officers during the course of the year, the Panel believed that there is little evidence that the Elected Mayor and his Executive want to work in partnership with the many organisations across Torbay.
- 4.2 The Panel also believed that there appears to be a lack of strategic oversight demonstrated by the Elected Mayor and his Executive. They were unable to coherently articulate their priorities and how these priorities were reflected within the budget proposals. The Panel believes that issues which are a priority to the various communities across Torbay could be addressed both through partnership and community working and through re-directing and rebalancing funds across non-statutory services.
- 4.3 Given that the Board has made recommendations over a number of years for the Elected Mayor and Executive to work with partner organisations to develop solutions and these recommendations do not appear to have been heeded, the Overview and Scrutiny Board will be adding the following issues to its Work Programme for the current and coming year:
- Developing and extending the partnership working between the Council and the Citizens' Advice Bureau
  - Reviewing the outcomes of the Torbay Community Development Trust and whether the current grant provides value for money to the Council
  - Ensuring a consistent approach to how community groups can support the Council in improving the public realm and other outdoor spaces
  - Facilitating a joined up approach to promoting Torbay's cultural assets in accordance with the English Riviera Destination Management Plan
- 4.4 Many of the proposals within the Elected Mayor's budget are for relatively small amounts in the context of the Council's overall budget. However, they are significant sums to the

organisations that they support and impact greatly on what the organisations can achieve within the wider community. Therefore it is recommended to the Elected Mayor that:

- The proposals in relation to the Citizens Advice Bureau, museums and the youth grants are not implemented;
- A reduction in funding to the Torbay Community Development Trust of £10,000 be made rather than the £60,000 currently proposed;
- The amount proposed to be added to the Council's reserves be reduced in order to fund the recommendations in the two bullet points above; and
- The proposal in relation to the community swimming pools should be clarified to ensure that the proposed reserve fund will be available to meet costs arising from both unforeseen capital expenses as well as reductions in income.