

Appendix 4

TORBAY COUNCIL SERVICES

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SERVICE NAME: Adult Social Care

DIRECTOR: Caroline Taylor

Torbay Council Partnership Commissioning Team provides a strategic commissioning approach to local adult social care challenges. It works with local partners and other local authorities across the region. It is pursuing the integration agenda by working increasingly closely with Public Health and Children's Services, to design ways of meeting the needs of families and the community. This includes looking at housing and accommodation issues, new ways of contracting with providers such as outcomes based working, seeking to bring in new investment to enable positive changes to the care system and continuing to find new, innovative ways to provide improved care and wellbeing for the population that the Care Provider can implement.

It ensures that the council remains compliant with legislation such as the Care Act 2014 and is represented at a regional and national level for Adult Social Services. It also oversees the contract with the ICO and the delivery of the delegated tasks.

The provision of services and contracting with most of the care organisations is undertaken by the Integrated Care Organisation (ICO) who have delegated authority to co-ordinate the delivery of Adult Social Care in Torbay.

Torbay and Southern Devon Health and Care NHS Trust (formerly Torbay Care Trust) have merged with South Devon Healthcare NHS Foundation Trust to form a new integrated care organisation, [Torbay and South Devon NHS Foundation Trust](#), on 1st October 2015.

The delegated services delivered directly or purchased are as follows:

Residential and Nursing Home Provision:

- Providing accommodation, care and support to clients unable to live at home. They may have chronic/complex needs which prevent them from being cared for safely at home or within another setting.

Care and Support (Domiciliary) and Day Care Services:

- Domiciliary care provides tailored personal care and support within a client's home to meet their individual needs. The person is visited at various times of the day or, in some cases, care is provided over a full 24-hour period. The integrated approach in Torbay continues to develop the range of skills that are available to support people with both personal and non-personal care. Day care is provided outside of the client's home and offers a range of meaningful social activities aimed at sustaining a person's capacity to live independently and enjoyment of life

Learning Disabilities:

- Organisations within Torbay will work together to ensure that people with a learning disability will be able to enjoy the same basic rights as anyone else. People will be housed and supported to find work that is suited to them. They will also be able to enjoy time with friends and family and take part in the culture and community of Torbay.

Mental Health Services:

- To organise support for people with acute/severe and enduring mental health problems, including dementias, using appropriate residential, nursing, domiciliary and day care services as well as provide specialist advice to other frontline teams. Services for people aged over 65, including those with dementias, are provided by the ICO. Mental health services for people of working age under 65, are provided by Devon Partnership Trust and the ICO plays a lead role in co-ordination of these services.;

Support to Carers:

- Information, advice and emotional support to carers is provided which seeks to prevent the breakdown of their own physical or mental health in carrying out their vital role. Flexible breaks and other support is available which is not dependent on accessing statutory services. The service enables an appropriate response to most needs and an effective referral mechanism for more complex cases.

Voluntary Sector:

- A vibrant voluntary and third sector is considered to be an intrinsic element of the care and support system. Commissioning, coordinating and the encouragement of both local and national organisations are undertaken to create a network of provision to support individuals and local communities

Prescribing items of community equipment to promote independent living, palliative care and timely transfers of care:

- The Community Equipment Service is jointly commissioned by Torbay Council and Southern Devon CCG from an independent service provider.. The service provides complex aids for daily living (including, specialist beds, mattresses, hoists and syringe pumps) and minor adaptations (such as grab rails and ramps). It also provides the administration for the Simple Aids for Daily Living (including, walking frames, shower stools and bath boards) aids service which is provided by a range of local retailers.

SERVICE NAME: Parking Services

Director/Executive Head: Kevin Mowat

Torbay Council car parks are used by Torbay residents, visitors and local businesses. Torbay Council's Parking enforcement team is responsible for the enforcement of all parking regulations both in Council operated car parks and on street across Torbay and enforce Traffic Regulation Orders under the Traffic Management Act 2004 – these are Statutory Functions.

The services that are delivered are as follows:

- Management of 6 multi-storey and 38 surface car parks with 7,580 car parking spaces and 830 spaces on the highway
- Management of on street parking bays
- Enforcement of parking regulations on and off street, including the provision of the appeals process (approx 30,000 parking penalties processed annually) and development of enforcement patrols
- Provision and maintenance of parking equipment for the effective collection of parking fees
- Management and administration of parking permits, residents parking schemes and controlled parking zones
- Drafting & advertising traffic orders and ensuring these orders are enforced.
- Supporting the development of the Local Transport Plan and other strategies
- Issuing traffic orders including CPZ (controlled parking zones), restriction to parking and other highways related closures, and the removal of abandoned vehicles
- Supporting events by ensuring parking facilities available and road closures, suspensions, coning is in place.
- Ensuring vehicles reported as abandoned are investigated in line with the current legislation

SERVICE NAME: Resort Services

Director/Executive Head: Kevin Mowat

The services delivered are as follows:

Resort Management including the provision of the Beach Management Service, Water Quality control and monitoring, provision of Beach Hut Service, Management of Traders and Concessions, Beach Supervision and Safety, Event support.

- Torbay has 131,000 residents and 1 million visitors per annum. It has 22 miles of coastline and the highest number of Sea Side Beach awards in the UK.
- 15 amenity Beaches are managed
- 1200 beach huts are provided as seasonal and short lets
- 750 beach huts are stored over the winter period
- 35,000 people hired beach furniture

Statutory Services

The revised Bathing Water Directive places a statutory responsibility on designated Bathing Water Controllers to provide up to date accurate public information.

There is a statutory duty to comply with Occupiers Liability Act 1984, Health and Safety at work Act 1974, First Aid at Work Regulations and **Environmental Protection Act 1990**.

Torbay as a holiday destination requires that the standards of the beaches and bathing waters, identified as a primary driver for the majority of visitors, are maintained to the highest of standards.

SERVICE NAME: Tor Bay Harbour Authority

Director/Executive Head: Kevin Mowat

Tor Bay Harbour Authority are responsible for the following :-

- Maintenance of the harbour – both natural and built environment.
- Management of the harbour estate, including mooring facilities and other marine services.
- Overseeing the safety of navigation and overall harbour safety, through the enforcement of applicable byelaws and appropriate legislation.

Statutory Services

Torbay Council as the Harbour Authority is bound by law to conserve the Harbour of Tor Bay to a reasonable state for use as a port and in a fit condition for a vessel to resort to. There is a statutory duty to:

- Take hydrographic surveys of Tor Bay and its enclosed harbours as and when required so as to provide accurate data for navigation.
- Place sea marks where they will be of advantage to navigation (marked appropriately by day and night).
- Keep a 'vigilant watch' for any changes in the seabed affecting the depths of berths, channels or harbour approaches and move or renew seamarks as appropriate. Where necessary and possible, dredging of channels and berths will be undertaken.
- Keep available and open for inspection proper hydrographic records.
- Fulfil a duty of care to the environment and as such produce and keep under review an Environmental Policy Statement.
- Produce and hold a Port Waste Management Plan for Tor Bay Harbour in accordance with the provisions of the Merchant Shipping (Port Waste Reception Facilities) Regulations 1997.
- Produce and hold an Oil Spill Response Plan for Tor Bay Harbour in accordance with the Merchant Shipping (Oil Pollution Preparedness, Response and Co-operation Convention) Regulations 1998.
- Exercise the power to collect dues and fees from harbour users to pay for the statutory discharge of the Council's functions as a Harbour Authority.

Comply with the Port Marine Safety Code, oversee safety of navigation and operate a formal safety management system.

SERVICE NAME: Commissioning Unit Including Youth and External Contracts

Director: Richard Williams

Young Carers Service:

The service provides support for young people who undertake care for parents/siblings with a physical or mental health or who suffer from substance misuse or alcohol addiction.

Support depends on the level of care being undertaken and is provided in group settings within and outside school, and also some 1:1 support, advocacy and through the provision of activities to promote social and emotional development, and to provide a break from the caring role.

Troubled Families:

Identification:

Torbay Council use a hybrid model of identification to ascertain which families in Torbay meet the criteria for a Troubled Family as set out by the Department of Communities and Local Government (DCLG) (please see below).

This hybrid model is a combination of data matching across public sector systems and live keyworker identification.

Intervention:

Once families are identified the Troubled Families Co-ordinator determines what level of the Child's Journey the family is at and what agencies are currently working with the family. The Co-ordinator then works with agencies and families together to ensure that the most appropriate support is put in place to meet the identified needs of the family and that Troubled Families intervention is put in place as part of a multi-agency plan.

This service is provided to families who require support from low level Early Help services through to specialist social care services.

Careers South West:

The service delivers transition support for young people to education, employment and training (EET). This is delivered through a contract with Careers South West for Peninsular arrangement, alongside the LAs of Plymouth, Devon and Cornwall, with specific conditions of contract for Torbay. Since April 2012, it is the responsibility of individual learning establishments to make arrangements for universal support; while support for vulnerable young people must be provided by the Local Authority – this provision is for vulnerable young people demonstrating a history of low resilience and/or lack of resourcefulness with respect to dealing with problems or challenges in their life.

The outcomes to be achieved are:

- Enabling young people to make informed choices about EET opportunities
- Supporting young people to overcome barriers to participation in EET and to make smooth transitions
- Raising participation in EET
- Supporting engagement in sustainable post-16 EET with an emphasis on engagement and learning.

The three priorities for the service are:

- Ensuring timely assessments of learning needs for those who hold a statement of special educational needs (section 139a/Section 68 of the Education and Skills Act 2008) to enable appropriate placement support.
- Tracking of all young peoples' EET status in line with statutory requirements.
- Supporting vulnerable groups to maintain or re-engage in EET.

Children's Centres:

Children's Centre activity is delivered from two designated centres and a number of satellite delivery sites offering a range of services to children and families within each town.

Torbay Children's Centres overarching aim is to ensure there are improved outcomes for young children and their families with a particular focus on the most disadvantaged families, in order to reduce inequality

Children's Centres work to

Increase the school readiness of young children by:-

- Narrowing the gap in attainment through the Early Years Foundation Stage Profile
- Increasing take up of the two year old free entitlement
- Increasing take up of early education amongst disadvantaged three year olds.

Improve health and child development by:-

- Increasing the prevalence of Breastfeeding at 6 – 8 weeks

Improving parenting skills and support provided to families in need of services by:-

- Increasing the proportion of families in greatest need completing evidence based parenting programmes and/or accessing family support services
- Increasing the proportion of families with children under 5 years who are identified as being "in greatest need" and have "sustained contact" with children's centres.
-

To enable this to happen the Children's Centres

- Assess need across the local community
- Provide access to universal early years services
- Provide targeted evidence based early interventions for families in greatest need
- Act as a hub for the local community, building social capital and cohesion
- Facilitate the sharing of expertise across early years
- Respect and engage parents
- Work in partnership across professional agencies

In 2012 the local authority undertook a procurement process to pass the delivery of all Children's Centre activity to the third sector. Action for Children delivers all activity under a commissioning arrangement.

SERVICE NAME: Innovation Programmes, Business Support

DIRECTOR: Richard Williams

The 'Special Projects and Innovations' service is responsible for the delivery of two key projects:

1. Social Work Innovation Fund Torbay (SWIFT)

The vision of the SWIFT project is *to develop a single, co-ordinated local offer of help and support for and with children and families in Torbay using shared skills and assets to improve their outcomes*

The project has three core elements;

- The development of the Torbay Public Service Trust (TPST), a legal structure enabling partners to co-commission, pool budgets and attract external social investment within a single operational structure.
- Integration of Torbay Council Children's Social Care with Adults Integrated Health and Social Care within an emerging Integrated Care Organisation (ICO).
- Developing community-based integrated delivery hubs (Early Help Practices, building on the Department of Health Pioneer project for a Children and Families Hub.

The project has three main objectives;

- The TPST will enable co-commissioning and co-delivery through pooled budgets by a full range of partners (LA, Health, Schools, Police and Community as key players).
- The development of 3 Early Help Practices (EHPs), delivering according to the needs of their geographical populations, using strengths to build resilience
- Staff integration, resulting in transfer of Children's Social Care staff to the ICO

And, four key outcomes;

- *Children and young people have the best start in life,*
- *lead healthy and happy lives,*
- *are safe from harm and*
- *have opportunities to participate and engage in community and public life.*

2. 'Torbay Youth Services – The Way Forwards'

This project has been established to create a 'Youth Trust' within Torbay.

The key benefits of the creation of a Youth Trust in Torbay are:

- Provide a model to continue and significantly improve Youth Services provision whilst simultaneously realising savings for the Council.
- Create a more sustainable financial model with less reliance on council funding.
- Access new funding streams e.g. trusts, foundations, public sector contracts, fundraising from individuals, the local community and businesses.
- Foster collaboration and brings the whole community together to play their part in Youth Services – young people, partner organisations, employees, the local community, businesses as well as the Council can all play their part.

- Realise value and opportunity of Parkfield site – Opportunity to significantly expand range of services provided to young people and at Parkfield site.
- Opportunity for co-delivery with partner organisations.
- Marry core strength of existing team – service delivery – with expertise around fundraising and income growth.

Business Support:

Business Support provides administration and business support across all areas of children's services and supports the day to day functioning of the whole department and specifically the front facing teams who work with families and children. Business Support Staff aim to free up front line practitioners from administration functions to allow them to have increased capacity for dealing with children, young people and families in line with the Monroe recommendations.

SERVICE NAME: Children's Safeguarding Service – Children in Need, Child Protection, Single Assessment, MASH

DIRECTOR: Jacqui Jensen

Children in Need:

The Children in Need Service came into effect on 1st June 2014 and covers the following areas of social work:

- Initial Assessments
- Core Assessments
- Child Protection investigations (s47) from Initial Assessment where required
- Children Looked After
- Duty system/rota
- Section 7 reports

The work in the teams is statutory in nature and is undertaken to ensure that any concerns about a child are considered and appropriately dealt with in a timely manner to avoid any/further harm to a child.

The aim of the work is to support children to remain in their families as long as it is safe for them to do so and to identify when/if circumstances change which would then mean it was unsafe for them to remain and alternative plans are then put in place.

Family Solutions:

The Family Solutions Service is one part of the journey towards the Integrated Services Delivery Model. This has enabled the opportunity to bring together the Family Intervention Project with the Locality Family Support Teams to create a new service of Community Care Workers currently delivering targeted interventions to children, young people and their families at high level 2 of the child's journey. This service focuses, in conjunction with Action for Children, on children and families from -9 months to 11 years.

This service additionally provides specific and focussed interventions responding to family crisis and step-down/step across cases from social workers

This service will follow a new targeted early help model utilising a single family assessment (in development) enabling the delivery of the 'right help' at the 'right time' in the 'right way' for families whose needs are identified as requiring individual packages of support but not meeting the threshold of statutory intervention.

The service will offer a variety of interventions from standard to intensive models depending on need and complexity of the circumstances on referral.

Child Protection:

The Safeguarding and Family Support Service came into effect on 1st June 2014 and covers the following areas of social work:

- S47' investigations
- Emergency Protection Orders/Interim Care Orders
- Children in Need case work following end of Child Protection plan
- Children subject to Child Protection plans
- Children Looked After

- Public Law Outline
- Legal proceedings
- Transfer-In Initial Child Protection Conferences
- S37's
- Supervision Orders

The service is split into 3 “pods” with a practice manager, 7 social workers, one senior practitioner and community care worker.

The teams hold caseloads of children who have been identified as being in need of support and/or protection which is delivered via a Child in Need plan or a Child Protection Plan. Those children most at risk of harm may be ‘looked after’ and their circumstances considered within the Court arena.

Ultimately for some children this will mean that the decision is made for them to live permanently away from the family either with other relatives, in long term foster care or that the child be adopted.

Assessment Resource Centre (The ARC)

The ARC provides a range of services responding to the assessed needs of children and families, in particular when children are Looked After or at risk of being Looked After.

To provide individual programmes of work and packages of support such as parenting/family assessments, relationship work, parenting development, play work, family therapy and 1:1 direct work with children, and group support for young mums.

To provide support towards rehabilitation and home and family contact.

To supervise all court directed contacts for children and their families.

Intensive Family Support Service (IFSS):

The team provide a whole family approach using a combination of interventions to include: Brief Solution Focused therapy, accredited parenting programmes, accredited DV support and guidance, debt advice and support, practical support and signposting re basic care needs/home conditions, screening for substance misuse referrals, co-ordinated action planning with families and advice in respect of risk taking behaviour and support systems.

The team provide:-

- Crisis response to the Safeguarding Hub and IRT on a Monday – Friday, 9am to 5pm for children who are at risk of coming into Local Authority care on the day.
- Support to Emergency Duty Service (EDS) where necessary and when requested and agreed by Service Manager team in the Safeguarding and Wellbeing team.
- Planned work for cases where children have been on CP plans for over 12 months, commonly to inform decisions in respect of proceeding to Public Law Outline and legal proceedings.
- Planned work for cases where children are on Interim Care Orders or at the stage of entering the court arena to provide information and evidence on parenting capacity and whether there is any prognosis for improvement in order to achieve positive sustainable change.
- Planned work where children are in the process of being reunified home to parents to enable sustained positive outcomes for children returning to the care of their family.

Family Group Conferencing:

A Family Group Conference (FGC) is a decision making process where family members (including relatives and close friends) create a plan for their child(ren) that addresses social worker concerns for their child's safety of welfare. It is a voluntary process that only proceeds with consent from an adult with parental responsibility.

Family Group Conferences have an important role in child protection and in raising the awareness of the extended family of the child protection concerns. They focus the family energy on child safety and making progress towards safety goals and enlist the extended family help and support for both the parents and child as well as involving the extended family in monitoring the safety of the child.

They have an important role in preventing care proceedings, exploring family solutions if children cannot safely remain in parents care and also allowing family consideration of alternatives to foster care such as private arrangements, residence or special guardianship orders and ensuring all family options have been fully explored before a decision to apply for a care order is made

SERVICE NAME: Children's Safeguarding Service – Disabilities, Quality Assurance

DIRECTOR: Jacqui Jensen

Children with Disabilities:

The Children with Disabilities Team have a responsibility to safeguard children and young people with disabilities, and work with families with complex needs. The Team also has the responsibility to place, support and monitor the children with disabilities who need to be in the care of the local authority.

The Day Care Services staff oversee the provision of Short Breaks; holiday playschemes; and other groups for children with complex to profound learning and/or physical disabilities. The Team oversees the employment of, retention and development of 48 Enablers.

The Children's Disability Register DeCide is also maintained and overseen by this service – there are currently 287 children/young people registered.

1 Occupational Therapist is currently also part of the service, although "arms length", and is part of the Occupational Therapy Service (OT). This service works with children with a disability, their parents and school/nursery staff to find solutions to minimise the occupational difficulties/risks the children face

Each of these teams has a number of staff employed by Torbay Council and some employed by Torbay & Southern Devon Health & Care NHS Trust.

Safeguarding Unit:

The Safeguarding & Quality Assurance Service has 7 service areas:

- Safeguarding & Reviewing Service -
- To undertake the role of the Independent Reviewing Officer for looked after children
- To undertake the role of Independent Reviewing Officer for children and young people who are detained in secure accommodation
- To chair child protection conferences
- To chair complex strategy meetings (as defined by the South West Safeguarding procedures)
- To provide the Local Authority Designated Officer service
- To undertake Quality Assurance/Audit of the whole of Children's Services & to provide the Principal Social Worker for the Local Authority
- To oversee the LSCB duties

The Independent Reviewing and Safeguarding Unit delivers, on behalf of Torbay Safeguarding Children's Board and Torbay Council the following statutory responsibilities:

- Independent chairing of child protection conferences, looked after children and some child protection Strategy meetings
- Monitor and review, child protection and children in need ,policies, procedures and practices and ensure high quality consistent practices
- Ensure the involvement of parents/carers and young people at meetings by promoting standards which enable their views to be heard.
- Undertakes Quality Assurance activities to ensure that practice standards are adhered to.

Undertakes investigations into allegations against professionals (LADO)

Torbay Safeguarding Children Board:

The Torbay Safeguarding Children Board (TSCB) is the key statutory mechanism for agreeing how local organisations cooperate to safeguard and promote the welfare of children within Torbay.

The core objectives of the Board are set out in section 14(1) of the Children Act 2004 as follows:

- to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- to ensure the effectiveness of what is done by each such person or body for that purpose

The functions of the TSCB are set out by Government and include:

- Developing policies and procedures for safeguarding and promoting the welfare of children
- Communicating to local people and organisations the need to safeguard children, raising their awareness of how this can be done and encouraging them to do so
- Monitoring and evaluating the effectiveness of safeguarding work by TSCB members individually and collectively and agreeing ways in which this can improve
- Participating in the planning of services for children and young people in Torbay
- Undertaking Serious Case Reviews and advising Board members on lessons to be learned and actions to be taken
- Implementing an effective and co-ordinated response by Board members to the unexpected death of a child

PARIS Team:

PARIS database which holds records of children referred to the service.

The team provide the following functions:

- To develop and provide reports e.g.
 - Operational reports for staff to track work and manage cases
 - Management information reports for staff and managers at all tiers to check performance
- The development of new and additional functionality – current developments include:-
 - The development of new assessment and case recording functionality for the Adoption and Fostering service; the development of a service planning module to track and record all expenditure linked to a child; and the development of a suite of forms for Hillside family assessment centre to record their work.

Our goal is to have every aspect of Children Services using PARIS to record their work with children from support services like transport through to all the front line teams.

- Completion of statutory data returns to central government - key returns include the 903 submission relating to children in care; and the CIN survey relating to services and support provided to all children.
- To train staff and maintain the database – there are over 400 frequent (daily) users of the system who need ongoing support to keep them up to speed with developments like the service planning module. The system is quite complex and users often need additional ad-hoc and refresher training. For example we have recently introduced new case recording standards and practice needs to be
- To administer the system – setting up new users, updating user accounts, making changes to user defined forms

Organisational Development:

- To manage the commissioning and delivery of training to all Children Services Staff so that the outcomes of children are improved.
- To ensure that training is of a high quality, is value for money and improves practice.
- To lead a partnership approach to workforce development and planning so that we maximise the opportunity to joint training opportunities.

SERVICE NAME: Children's Safeguarding Service – Specialist Services, Intensive Youth

DIRECTOR: Jacqui Jensen

Foreseeing:

The Fostering Service in Torbay covers the following areas:

- Recruitment, training, assessment and approval of foster carers
- Supervision of approved foster carers, to support, monitor and review their safe and quality of care to children looked after
- Run Foster panel, with trained and supported members and an independent chair
- Deliver quality, assessed and approved range of placements for all children who require them in Torbay, including short and long term permanent placements.
- Delivery of respite short break carers for children with disabilities who usually live with their families in the community
- Delivering foster care fees and allowances to carers
- Maintaining appropriate safeguarding and reviewing systems for all approved foster carers, including connected carers

Adoption:

This service provides assessment and support to a variety of children and their carer's, and recruitment, assessment and approval of adopters. The service also provides counselling and support with accessing files and information for adopted adults. The letter box service is an indirect contact service between adopted children and their birth families and is managed within the Adoption team along with direct contact for adopted children. The service currently offers a range of therapeutic support and assessment to adopters and children waiting or placed for adoption.

The service also provides specific family finding for Torbay children in need of adoptive placements as well as the areas referred to below

- Recruitment training and approval of adopters
- Delivery of ongoing support services for adopters
- Delivering adoption allowances
- Maintaining and delivering Letterbox Contact post adoption
- Family Finding for children whose permanency plan is adoption
- Provide birth record counselling to adult adopted children
- Provide life story interventions for all children adopted
- Run Adoption panel, with trained and supported members and an independent chair
- Consider and implement government Adoption Reform agenda

Integrated Youth Support Service: The Integrated Youth Support Service (IYSS) is a newly established team within Children's Services that will provide an integrated service to children and young people from the age of 10 until 25.

The IYSS service will bring together a range of areas such as youth offending, care leavers, attendance improvement and provide targeted interventions to prevent or reduce the numbers of young people entering or remaining within the care system

Parkfield and Youth Service:

The Parkfield site provides the site base from which the Local Authority is able to meet its statutory duties under the 2006 Education Act and the updated guidance on the delivery of the new Youth Offer.

There are plans underway to work with the community and voluntary sector to develop a Youth Trust who will manage and operate youth services through Parkfield and the neighbourhood provision

The neighbourhood Community Youth Services provision is a mix of drop in sessions; centre based; outreach; street-based and activity based provision for young people aged 8-25 years (funded by this pot between 11 -19 years and up to 25 years with disabilities). The provision is run by smaller and medium sized voluntary organisations in the main, but there are some community groups within this as well input from other agencies, Children's Services staff and Sanctuary Housing.

Looked After Children/Permanence Team:

Adoption Role:

The Social Workers within the Permanence Team take the statutory responsibility, in conjunction with colleagues within the Adoption Team, for completing the necessary reports and procedures around the process of placing a child for adoption, from the making of a 'Placement Order'.

Long-Term Care:

A large number of the children allocated to this team are placed either in Torbay foster placements, or within 'out of area' fostering and residential provision. Each Child's Social Worker is responsible for regularly listening to the child's wishes and feelings, monitoring the placement and ensuring it continues to meet the child's needs. This includes arranging and attending any meetings in respect of the child and supervising contact as needed with other family members.

Social Workers within the team, also have responsibility for managing Supervision Orders, Secure Orders and children who are at home subject to Care Orders. There are requirements to attend Court on a frequent basis. A number of children subject to Special Guardianship Orders are also held within the team as well as the functions referred to below:

- To act as corporate parent for children looked after long term
- Provide care planning for looked after children and young people whose permanency plan is to remain in the care of Torbay Children's Services.
- Deliver long term plans, to promote the needs of the child/young person using adoption, Special Guardianship, or return home wherever possible
- Provide effective life story interventions to children looked after long term to help build resilience and sense of family and cultural heritage.
- Promote safe, meaningful contact with birth parents and family, supervised as necessary
- Promote the educational attainment of children looked after together with the Virtual School, and ensure each child looked after has a Personal Education Plan
- Promote the health needs of children looked after, ensuring that each child has an up to date health assessment including their emotional and physical needs. Ensure all children looked after have a Personal Health Plan

Ensure smooth transition to Intensive Youth Support Team when the young person reaches the age of 16 to plan for leaving care.

SERVICE NAME: School Services

Director/Executive Head: Richard Williams

School Improvement:

The Local authority has a core role to champion educational excellence. In order to do this the LA exercises its statutory duties to:-

1. Understand the performance of maintained schools in their area, using data to identify those schools that require improvement and intervention.
2. Take swift and effective action when failure occurs in a maintained school, using Warning Notices and IEBs whenever necessary to get leadership and standards back up to at least "good".
3. Intervene early where the performance of a maintained school is declining, ensuring that schools secure the support needed to improve to at least "good".
4. Encourage good and outstanding maintained schools to take responsibility for their own improvement and to support other schools.
5. Build strong working relationships with education leaders in their area and encourage high calibre school leaders to support and challenge others.
6. Delegate funding to the frontline, so that as much as possible reaches pupils.
7. Enable maintained schools to purchase from a diverse market of excellent providers.
8. Signpost where schools can access appropriate support.

Education Other Than At School:

The Educated Other Than At School (EOTAS) service provides education to children who are not in a maintained school setting due to a medical condition; monitors the electively home educated children; collates the Children Missing from Education list which is a LA duty; Virtual School for CLA i.e.:

- Medical tuition for children and young people too ill to attend school. This is agreed through confirmation from a Consultant or CAMHS professional stating that the children is unable to attend school as well as being referred through the PRP. The medical professional also recommends the weekly amount of tuition hours per week. This can see some children receiving full time provision. This is for all children of statutory school age.
- Hospital Tuition: a teacher, based at the children's ward at Torbay Hospital, provides tuition for those accommodated on the Louisa Cary Ward during the academic year. The teacher liaises with the schools where the child is on roll in order to maintain consistency around curriculum.
- Monitors the education of those children where parents elect to home educate (EHE). The initial visit needs to be conducted within six weeks of the children becoming EHE. Subsequent visits are then every 12 months if the education meets at least satisfactory levels. More regular visits are conducted if there are concerns. It also ensures that any safeguarding concerns about the child are known by checking the PARIS system and the previous school.
- EOTAS also funds the educational provision for a child in an out of area specialist health provision such as an eating disorder residential unit or Tier 4 CAMHS provision.
- The Virtual School ensures the LA's CLA have the best possible opportunities within their schools and strives to ensure the achievement gap between CLA and their peers diminishes.

Commissioning Priorities:

The Local Authority prioritises delivering statutory functions and providing additional services to meet the needs of identified pupils / groups.

Current services that are commissioned include support for pupils of ethnic minority or who have English as an additional language (EAL).

Early Years and Childcare Advisory Service

The Early Years and Childcare Service is committed to ensuring that children and families in Torbay have maximum choice and access to a range of high quality early years, after school and out-of-school childcare provision. The service works both on a universal level, at a targeted level and through the development of a traded service.

The Early Years and Childcare Advisory Service provides support to a mix of statutory, private, voluntary and independent settings and childminders to ensure appropriate access and quality of services for 0 to 5 children and their families.

The core functions of the service are:-

- Ensure compliance with all statutory functions related to OFSTED standards through targeted visits and training
- Provide a traded service to include training, additional visits and individual bespoke packages of support.
- Challenge underperforming settings/schools and childminders in an improvement process through action planning, quality assurance visits and the traded serviced offer.
- Moderate, collate and quality assure data to record academic achievement throughout the Early Years Foundation Stage in line with the new early years foundation stage profile.
- Provide a local authority chargeable training package to enable registration of childminders with OFSTED.
- Provide advice and support on interventions for all at risk of developmental delays or interruptions.
- Ensure that all eligible children are able to receive their 2, 3 & 4 year old entitlement to 15 hrs free childcare per week (approx 699 Two Year olds and 1443 Three & Four Year Olds)
- Enable children with significant additional needs to access their free entitlement by supporting the settings in doing this
- Ensure that any parent wanting to work, train or be in education can access childcare to support this.

Special Educational Needs

The SEN Team consist of the SEN Statutory Assessment Team and the Pupil and Parent Partnership Service :-

The SEN Statutory Assessment Team :

- Considers requests submitted to the Local Authority in relation to the Assessment of children with recognised special educational needs. If felt appropriate a detailed Statutory Assessment can then be initiated.
- Carry out a detailed assessment of a child's needs under the 1996 Education Act following the Special Educational Needs Code of Practice / Children and Families Act 2014. As a result a Statement of Special Educational Needs / Education, health and Care Plan may be issued, reviewed annually.
- Oversee the allocation of additional resources to ensure the needs identified in the Statement of SEN are met.
- Oversee the placement of pupils with Statements of SEN/ Education, Health and Care Plans (EHCP), and negotiate placements within schools for these pupils.

- Oversee the appeals parents make to the SEN and Disability Tribunal, and act as the Local Authority representative in justifying the decision made on behalf of the Local Authority.

The Pupil & Parent Partnership Service:

- Provides advice and guidance to parents, carers & schools regarding the SEN process, and the entitlements parents/carers have for their child. Liaise with parents and the SEN Assessment Team / Transport Team / Admissions Team to assist in ensuring the appropriate provision is put in place.

Special Educational Needs Support Services:

The SEN Support Services sit alongside the SEN Statutory Assessment Team and provide:

Communication, Language and Learning Advisory Teacher:

Provides advice and guidance to school staff, to ensure the skill set within schools is developed and able to meet the needs of children with special educational needs.

The Advisory Teacher has been co-located alongside the SEN Statutory Assessment Team in order to ensure that the role they undertake in ensuring provision identified in the child's Statement/ EHCP is implemented in schools, is more closely aligned with the SEN Statutory Team roles and responsibilities. In addition to this they provide Link Professional Advice / support for schools who have chosen to 'buy-back' into this service.

Hearing Support Team:

The Advisory Teachers for Hearing Support provide on-going support, guidance, and training to all schools who have pupils with a Hearing Impairment. Direct teaching for pupils with a significant hearing loss. This supports 70 children and young people between the ages of 0-19.

Note: The service for pupils with a visual impairment is currently 'outsourced' to an external provider at a cost of £ 45,000. This supports 115 children and young people between the ages of 0-25.]This is a statutory service which the Local Authority is obliged to provide as a Statutory Service, the outsourcing arrangement has proved very successful.

ICT advice and assessment for children and young people with a Statement of SEN is also currently 'outsourced' to an external provider at a cost of £13,750. This supports 65 children and young people, of which 16 are also supported by the service for pupils with a visual impairment.

Educational Psychology Service:

Work closely with schools and parents to assess & support children, 0-19, who are having difficulties with development, emotions & behaviour. The Service has a statutory responsibility of oversight for the 882 pupils with Statements of SEN Torbay currently have. Alongside this the service also offers advice, support and guidance to those schools who have chosen to 'buy-back' for on-going advice, support and training of staff to enhance the skills and understanding of staff within schools to support pupils with special educational needs. Educational Psychologists also provide Link Professional Advice / support for schools that have chosen to 'buy-back' into this service.

Transport:

The Children's Services Transport Team is an integrated team responsible for home to school transport and Children's Social Care transport.

The team provides a home to school transport service for pupils and students who live in Torbay, are aged between 4 and 16 and who are entitled to help to get to school or college. Transport is also provided for eligible students aged between 16 and 25 – a contributory charge is made for students aged 16-18.

The team is responsible for determining whether a pupil or student is entitled to assistance with transport to school and for planning and managing the provision of this transport in the most suitable and cost effective way.

Transport is arranged for SEN pupils and for children's social care. Passenger escorts are provided where vulnerable passengers would be at risk on an unescorted journey.

Governing Body Support:

Governing Body Support provides a range of services (some through an annual subscription) to school governing bodies, their clerks and headteachers. It also helps to meet the Local Authority's statutory responsibilities in relation to school governors and provides information and guidance on governance to Local Authority staff .

The services provided are:

- Information on governance and related matters
- Governor and clerk training and development
- Governing Body reconstitution support
- Supporting effective governing bodies
- Appointment of LA and parent governors

School admissions:

The team co-ordinates all main round admission processes i.e. entry to reception, primary to secondary transfer and post-14 and also runs a co-ordinated scheme for in-year admission applications. Currently 80% of schools join in this scheme. Staff also directly process the admission applications for community and voluntary controlled schools and for a number of academies and foundation schools that buy into the service.

The team ensures that all pupils are allocated a school place and presents information to appeals panels where parents are challenging a decision to refuse their child a place at a particular school, if it is a voluntary controlled or community school or an academy or foundation school that buys into the service.

The team also manages a Pupil Referral Panel that places vulnerable students who do not have a school place and acts as gatekeeper for students needing to access alternative provision.

Free School Meals/nursery places/pupil premium/ licences and permits:

The following services are provided to ensure children have meals to which they are entitled, that schools are able to maximise additional funding for vulnerable students and to safeguard children and young people working or undertaking performances :

- Checking of all Free School Meal applications to establish eligibility against data from the DWP, Home Office, and HMRC
- Following up queries with the relevant government department and, if necessary with the parent
- Providing advice and guidance to support parents and schools
- Checking as required to ensure continuing eligibility, allowing for temporary qualification and changes in applicants' circumstances.
- Provision of an up to date list of pupils entitled to Free School Meals shortly after each census date and as required between census dates.
- Checking of all KS1 pupils registering for free school meals to assess eligibility for Pupil Premium

- Checking entitlement for free nursery places for two year olds
- Checking eligibility for early years pupil premium
- processing applications for work permits including checking hours worked do not exceed legal maximum processing of performance licences and chaperone licences.

SERVICE NAME: Building Control

Director: Fran Hughes

Building Control is a cost recovery fee earning service which sets charges to recover the actual costs for carrying out the main building regulation function.

Through a variety of legislation the service administers and enforces a framework of national technical standards covering the design, construction, extension, adaptation and use of all types of buildings frequented by people. These standards also include provisions for: structural stability, fire protection, means of escape in case of fire, drainage, sound insulation, and ventilation.

Building Control is a statutory service, which regulates the built environment. This includes the health, safety, welfare and convenience of persons in and around buildings, the provision of access and facilities for persons with disabilities and the conservation of fuel and energy.

SERVICE NAME: Community Protection (incl. Private Sector Housing Standards)

Director/Executive Head: Fran Hughes

Community Protection

Community Protection includes core statutory services of Environmental Health, namely Pollution Control and Private Sector Housing Standards and Anti-Social behaviour.

Community Protection key services are managed collectively to ensure neighbourhood issues are adequately addressed.

The Community Protection Team has a range of mandatory regulatory responsibilities and the way in which it delivers services is governed by a large number of statutes.

The Private Sector Housing Standards Team deploys the statutory duties of the council, intervenes and regulates the private sector housing market in Torbay to ensure the health, safety and welfare of owner occupiers and tenants. The Home Improvement Service is currently contracted out.

SERVICE NAME: Concessionary Fares

Assistant Director/Executive Head: Fran Hughes

Concessionary Travel Scheme

Torbay Council operates a concessionary travel scheme under powers given to the Council as a Travel Concession Authority (TCA) that are primarily contained within the Transport Act 1985, the Transport Act 2000, the Travel Concession (Eligibility) Act 2002, and the Concessionary Bus Travel Act 2007. These are national, statutory schemes.

The scheme provides a travel facility for persons of or above a certain age or who have a long term or permanent disability which affects their ability to get around. This facility lets them travel freely on services starting between 9:30 and 23:00 during weekdays, or all day on weekends and public holidays, on participating services. A negotiated cost per trip is paid to the operators by the council each month based on the number of trips taken.

SERVICE NAME: Culture and Sport

Director/Executive Head: Fran Hughes

This group also manages a number of direct services for the delivery of Culture, Sports and Events.

- Centralised Unit Administration and Finance Services
- Commissioning i.e. Managing the delivery of Client/Contract management of TOR2, English Riviera Tourism Company, Torbay Coast & Countryside Trust via the most appropriate resource
- Business Development i.e. Ongoing review of business opportunities
- Partnership Management i.e. The development of outcomes resulting from working with partner agencies
- Performance and Project Monitoring
- Arts Development & Support
- Special Projects and Events
- Sports Development and Leisure Centre Provision
- Civic Chairman support service
- Provision of external funding to support arts and event valued at circa £100,000 per annum
- Delivery of the grant aided Music Hub

SERVICE NAME: Food Safety, Licensing, Trading Standards, Health & Safety and Resilience (Corporate Security)

DIRECTOR: Fran Hughes

Food Safety, Licensing, Health and Safety, Trading Standards

The Council regulates commercial businesses to protect the public health, safety and welfare. These include businesses where food is prepared and sold; workplaces; traders that operate from Torbay; leisure facilities, etc.

Key services provided include: -

- Food hygiene and food standards
- Investigation of infectious disease.
- Health and Safety in the workplace
- Investigation of reportable accidents.
- Petroleum Licensing.
- Trading Standards including product safety
- Protection of consumers in their homes
- Licensing of premises and personal licences for alcohol, entertainment and gambling
- Hackney Carriage and Private Hire Vehicle Licensing
- Chairing Safety Advisory Groups for Events and Torquay United

The Council has a statutory duty to provide a full range of Environmental Health, Trading Standards and Licensing regulatory responsibilities and the way in which it delivers this requirement is governed by a large number of statutes. The mechanism by which it delivers is prescribed as are the qualifications of the officers who can be authorised to carry out the work.

Health & Safety and Resilience – (Health and Safety and Emergency Planning)

This includes corporate health and safety, emergency planning and business continuity.

Health & Safety & Emergency Planning Team

This team fulfils the organisation's statutory requirements in relation to emergency planning in relation to the council's duty as a category one responder under the Civil Contingencies Act and corporate health and safety to ensure that our minimum statutory obligations are fulfilled (Health and Safety at Work Act 1974).

In House Corporate Health and Safety Support

There are currently two members of staff who are employed specifically to protect the interests in Torbay Council and schools with regard to health and safety. They provide policy development and support, accident investigation, training to all council staff and schools. They are the competent persons required for an organisation of Torbay Councils size to fulfil its duties under the Health and Safety at Work Act.

Emergency Planning

There are two members of staff who undertake a range of preparedness and response duties in relation to emergency planning and business continuity. These functions enable the council to appropriately respond to civil emergencies and minimise the impact of these demand pressures on other areas of the councils business.

Corporate Security

- Providing CCTV surveillance and managing the Council's 232 CCTV cameras and communication network
- Supporting the Crime and Disorder partnership by assisting the Police with detection of crime and antisocial behaviour
- Managing the Councils corporate security team providing static and mobile guarding
- Managing buildings access and ID card control along with security risk assessments
- Producing and maintaining the Councils security policy
- Opening and closing Council buildings.
- Security support for events

The CCTV and Security service is provided for the security of members of the public and Council staff.

SERVICE NAME: Highways

DIRECTOR: Fran Hughes

- Management and maintenance of the highway, street lighting and public rights of way
- Control of the movement and parking of vehicles
- Improving Road Safety including Road safety education, training and publicity
- Development and implementation of transport policies and schemes in support of the Local Transport Plan
- Control of the engineering and transport implications of developer proposals
- Street Cleansing
- Carriageway and Footway Repairs and Resurfacing
- Traffic Light Network,
- Street Lighting/Illuminations
- Contract management
- Highway adoptions
- Street naming and numbering
- School Crossing Patrols
- Safety inspections
- Highway enforcement
- Street works co-ordination & inspections
- Winter maintenance

The Council has a number of statutory responsibilities relating to highways management e.g.:

- Highways Act 1980
- Countryside and Rights of Way Act 2000
- Road Traffic Regulation Act 1984
- New Roads and Street Works Act 1991

SERVICE NAME: Housing Services

Director/Executive Head: Fran Hughes

The Housing Options Service provides a range of services to prevent homelessness and support individuals and families in crisis, through the provision of emergency and temporary accommodation. Housing Options is the main referral route into any temporary accommodation contracted by the Authority.

There is a statutory duty to produce a Homelessness Strategy and maintain a housing register (Devon Home Choice). This requires the provision of a Housing Options service for prevention advice and homeless applications. In addition the Council has to provide emergency and temporary accommodation and access to support and supported accommodation to meet different needs.

The Housing Options Team has a range of statutory duties to deliver emergency and temporary accommodation and prevent homelessness and manage the housing waiting list. The way in which it delivers services is governed by a large number of statutes.

SERVICE NAME: Museums & Theatres

Director/Executive Head: Fran Hughes

Museums and Archive Service and Theatres & Public Entertainment

SERVICE NAME: Safer Communities

Director/Executive Head: Fran Hughes

The Safer Communities team now forms part of the wider Community Protection Team and co-ordinates the Safer Communities Partnership as well as managing the front line service delivery of a number of partnership funded projects. Its main aim is to reduce the incidence and fear of crime, making Torbay a safe and healthy place to live in and visit. The Council has statutory duties as a Community Safety Partnership and also has duties to meet the requirements of Section 17 Crime and Disorder Act. Torbay Council works with other partners including the Police, Fire, Probation Service and Torbay Care Trust, who also contribute to the Safer Communities Partnership.

The Council has a statutory duty to maintain a Crime and Disorder Reduction Partnership (Crime and Disorder Act 1998). This duty includes a number of specific elements including:

Community Safety meetings held, formal multi-agency information exchange protocol, holding public meetings to consult with communities about priorities, rolling strategic assessment of crime and disorder, implementation of a strategy to reduce offending, delivery of the PREVENT agenda and domestic homicide reviews.

SERVICE NAME: Waste and Cleaning

Director/Executive Head: Fran Hughes

The key functions of the Waste team are:

- Ensures that Torbay's household waste is collected, transferred and sent for recycling or disposal
- Manages our waste budget and delivers initiatives such as recycling and energy from waste.
- Client function for control of our domestic waste disposal, and collection including TOR2 for collection and South West Devon Waste partnership for disposal.
- Negotiates on behalf of Torbay Council on local and regional bodies, neighbouring Local Authorities and contractors
- Liaises on behalf of Torbay Council with government Departments and regulating bodies such as Defra and the Environment Agency.
- Provides advice to members, the public, local groups and organisations.
- Ensures the Council is compliant with legislation
- Recycling advice to local residents and groups
- Responds to emergencies in terms of waste provision

Treatment of residual waste via the energy from waste plant in Plymouth, in partnership with Devon County Council and Plymouth City Council

SERVICE NAME: Corporate Support, Communications and Directors

Director/Executive Head: Anne-Marie Bond

Corporate Support:

Corporate Support is made up of the following 3 areas:

Overview & Scrutiny, Policy Performance and Review and Information Compliance (including Land Charges) – the details of which are as follows:

Overview & Scrutiny

The delivery of effective support to the scrutiny of the Council's decisions or actions to support policy development and performance monitoring.

- The Scrutiny function is a statutory service established under the Local Government Act 2000 which states that the Council must appoint an overview and scrutiny committee which must have the power to review or scrutinise decisions and make reports or recommendations on any issue that affects the local area.
- Regulations made under the Health and Social care Act 2012 provide that Torbay Council also has the power to review and scrutinise matters relating to the planning, provision and operation of the health service in the authority's area.

Policy Performance & Review Team

Consultation / Equalities

- Sets a framework for consultation and equalities, ensuring robust processes with regards to both, consulting on corporate issues such as the budget and on behalf of all departments across the council. It also ensures the council complies with its duties under the Equality Act and supports all departments in carrying out Equality Impact Assessments.

Performance / Policy Development

- The team supports and develops the council's risk and performance management framework and the development of corporate policy which is cascaded throughout the council and provides advice and guidance to all business units i.e. business plans / service reviews.

Information Compliance

- Complaints
- Communications Standards / Restricted contact
- Freedom of Information (FOI) Requests
- Environment Information Regulations (EIR) Requests
- Subject Access Requests

When a public authority receives a request for information they have two duties under the Freedom of Information Act:

- 1) The duty to inform the requestor whether or not they hold the requested information,
- 2) and, if they do hold the information, the duty to provide the information to the requestor.

When an individual makes a subject access request under the Data Protection Act 1998 the Council is required to inform them about the personal information we hold about them, and to provide them with a copy of that information within 40 calendar days of receiving it.

If information being requested by a customer under the Environmental Information Regulations 2004 falls under the definition of environmental information then the Council must adhere to the provisions of disclosure in the legislation.

Land Charges:

- Provides prospective purchasers of land and buildings with information to tell them what they can or cannot do with the property
- Researches and interprets data to produce standard Official Local Land Charges Searches and replies to Local Authority Enquiries within a maximum timescale of five working days.
- Maintains the Register of Local Land Charges.
- Provides private search companies with data about property in a Personal Search format within a maximum timescale of three working days.

Communications Team:

- Corporate documents and communication support.
- Marketing campaigns.
- Media management.
- Member and officer training and development.
- Communications support for events.
- Internal communications.
- Communications support for elections.
- Emergency communications support.
- Corporate branding and signage.
- Design service.

Directors:

- This heading reflects the costs of the roles of the following post:- Councils Executive Director of Operations & Finance (0.8 FTE), who is the head of paid service for the Council and the Council's following senior post:- Executive Head Customer Services, Assistant Director Community & Customer Services, Assistant Director Corporate and Business Services, and a proportion of Executive Head Business Services. Note Director of Public Health, Director of Children's Services and Director of Adults Services funded from the Joint Commissioning Team.
- The Council Monitoring Officer advises the Council and Members on Governance and Constitutional Matters and performs a central role within the complaints process.

SERVICE NAME: Financial Services & Internal Audit

Director/Executive Head: Anne-Marie Bond and Martin Phillips (Section 151 Officer)

Financial Services:

Financial Services is responsible for the co-ordination and planning of the council's budget, financial statements and financial advice and creditor payments.

Services include - Closure of the Accounts including production of statement of accounts; Budget and Resource Planning and Preparation; Budget Monitoring for Services; Treasury Management; Capital Planning - resourcing and monitoring; Technical Advice and Major Project work; Submission of Statutory Returns and Grant Claims; Provision of bought back service to Schools and Academies; Financial Systems.

Financial Services is split into 3 teams headed up by:

- Children's Services Team (1)

Services supported: – Children's (including financial services to schools) Adults Social Care, Public Health and Supporting People.

- Corporate Finance Team (2)

Services Supported: - Commercial Services, Business Services, IT Services, Finance

(including Collection Fund – Council Tax and NNDR), EDC – client budgets, Marine Services, Residents and Visitors, Spatial Planning, Community Safety and Waste.

- Systems Team (including Financial Management and Information System – FIMS) (3)

All council services supported through development, maintenance and support of FIMS, Sundry Debt and provision of Creditor Payments.

The provision of accountancy services is split into 7 areas:-

- Closure of the Accounts including production of Annual statements
- Budget and Resource Planning and Preparation
- Budget Monitoring for Services
- Treasury Management
- Capital Planning - resourcing and monitoring
- Technical Advice and Major Project work
- Submission of Statutory Returns and Grant Claims
- Provision of bought back service to Schools and Academies
- Financial Systems

Maintenance and Development of the council's Financial Management and Information System (FIMS) which is the corporate finance system used to prepare the annual statement of accounts and the revenue and capital budgets and other financial feeder systems.

Devon Audit Partnership:

The Council's internal audit function is provided in partnership with Devon County and Plymouth Council and has been formed under a joint committee arrangement comprising each authority. The partnership works with the partners and provides a professional internal audit service that will assist them in meeting their challenges, managing their risks and achieving their goals. The partnership is required to comply with the CIPFA code of practice for Internal Audit and other best practice and professional standards.

SERVICE NAME: Governance Support

Director/Executive Head: Anne-Marie Bond

Governance Support

The Governance Support team provide the following services:

- Electoral services (includes running elections and referendums and maintaining the electoral register to ensure people's right to vote)
- Democratic services (includes co-ordinating the Council's decision-making, constitutional/governance advice and public participation ensuring openness and transparency)
- Member, Executive Director of Operations and Finance and Director support (includes dedicated secretarial support to the Mayor)
- Member development and training
- Chairman and civic/ceremonial support
- Facilitating school admission and exclusion appeals and supporting the Torbay Independent Appeals Panel to ensure parents' right to appeal for a place at their preferred school and against an exclusion of their child from school

Governance Support ensures the Council operates in an open and transparent way so that people's right to access decisions and take part in meetings is maintained. It also establishes people's right to vote and ensures well run elections and referendums to support healthy democracy based on fairness and participation. A third area of the team's service includes providing parents with their right to appeal for a school place or against their child's exclusion from a school.

It does this by providing several statutory functions (required by law) on behalf of the Council:

- Electoral registration
- Elections
- Publication of the forward plan
- Publishing agendas for meetings of the Council and its committees 5 clear working days before the meeting is held
- Publication of the minutes of meetings of the Council and its committees
- Publication of Record of Decisions of all decisions made by the Mayor or key decisions made by officers within 5 working days
- Collation of the Register of Members' Interests (including gifts and hospitality)
- Providing an independent panel to hear parents' schools appeals

The team also maintain the Council's civic and ceremonial role by supporting the Chairman of the Council.

This service also includes the budget for members allowances.

SERVICE NAME: Employee Services (HR, Payroll and Pensions)

DIRECTOR: Anne-Marie Bond

Human Resources:

Human Resources provide a service to the Council, schools and external organisations such as Torbay Development Agency (TDA), English Riviera Tourism Company (ERTC) and Academies. The service covers professional advice on a wide range of employment related issues, (disciplinary and grievances) and a range of services such as Payroll, Pensions, Occupational Health, Learning and Development, Counselling, Coaching, Mediation, Policy Development and Recruitment Services.

HR has a general equality duty to eliminate unlawful discrimination, advance equality of opportunity and to foster good relations.

Provides statutory framework for government pension scheme.

The policies and associated documentation it prepares set out the various responsibilities and obligations in response to data protection, bullying and harassment and whistle blowing as well as encompassing such statutory legislation and regulations as exist and the national agreements on pay and conditions of service for local government/teaching staff.

Payroll:

Provide a payroll service to both internal and external customers which ensures payments are made on time and in accordance with conditions of service, regulations and legislation. It applies Statutory and voluntary deductions according to Legislation and Council policies, supports the development of new council policies by ensuring compliance with statutory legislation and ensures payments to external bodies are made on time and accurately.

Pensions:

Provides the statutory and non-statutory pensions administration of the Local Government Pension Scheme (LGPS) and Teachers Pension Scheme (TPS) and NHS (National Health Service), ensuring compliance with the pension scheme regulations. There is a statutory framework for government pension scheme.

SERVICE NAME: Legal Services (Incorporating Insurance, Procurement and the Coroner)

DIRECTOR: Anne-Marie Bond

Legal Services:

The Legal Services team is broken down into four main areas of activity where support is provided:

Children & Adults Services Team support:

- Child Protection
- Adult Safeguarding
- Education
- Disclosure of records to police / CPS (Crown Prosecution Service)
- Deputy Monitoring Officer Role

Property, Procurement & Environment Team support:

- Spatial Planning Client Department
- Education Client Department
- Highways/Parking Client Department
- Harbour and Marine Services Client Department
- Residents and Visitor Services Client Department
- Estates Client Department
- Torbay Economic Development Company
- Children's Services
- Public Health

Litigation, Licensing & Insurance Team support:

- Community Safety Client Department
- Attendance Improvement Service Client Department
- Revenue & Benefits (Finance) Client Department
- Natural Environment (Public Rights of Way) Client Department

Insurance

- Covers all insurance costs including external premiums, actuarial and brokers fees,
- Corporate policy excesses on claims relating to all the councils activities including public and employer's liability insurance and premises insurance.

Claims

- Defence of Legal Liability Claims in accordance with the Civil Procedure Rules.
- Legal advice and general risk management to all Council departments (including schools) to mitigate potential legal liability/financial risk.

Other Functions:

- A separate and statutory function that sits with the Senior Solicitor within this team.

Procurement:

The Procurement Service carries out a wide range of activities to ensure council spend on goods, works and services is undertaken in compliance with legislation and delivers best value for Torbay. These activities include:

- Understanding of and ensuring compliance with EU directives and UK regulations
- Understanding of and ensuring compliance with Financial Regulations and Contract Standing Orders
- Setting up and managing corporate contracts
- Setting up Framework Agreements
- Providing guidance relating to purchasing activity
- Electronic Procurement, including e-tendering, training and support
- Working with key business units such as Finance, Legal, HR and Insurance to deliver a consistent and joined up approach to service delivery
- Identification of future contracts
- Supporting supplier engagement, capacity building and market development (with particular focus on local SME's and VCSE organisations)
- Building policy into procurement, including sustainable procurement, the Transparency Code, Local Authority Equality Duty and the Social Value Act
- Identifying opportunities for cross authority working and collaborative procurements
- Overseeing use of the Contracts Register
- Supporting a best practice approach to delivery, including a suite of procurement templates and guidance documents
- Maintaining standards of professional and ethical practice, both internally and externally to comply with professional, procurement and organisational values

Coroner:

- Investigates sudden or unexplained deaths, or deaths whilst in custody.
- Torbay is currently the responsible authority for the Torbay and South Devon Coroner (however see bullet point 3), whose geographical area includes (in addition to Torbay) large parts of the South Hams and Teignbridge Districts and the Isles of Scilly.
- The administrative arrangements for the Coroners service is in a transition phase, as the jurisdiction has merged with the Plymouth and West Devon area to form a greater Plymouth, Torbay and South Devon coroner area.

This is as a result of government direction to merge those jurisdictions where appropriate to do so over time. The lead authority for delivering the service is now Plymouth City Council where the administrative office will be based. Torbay is working with our colleagues from the city to discharge this important function supporting local service provision.

The Coroner delivers a statutory judicial function delivering justice, answering inquiries into causes of death. The service works with a wide number of partners (e.g. Police, Local Authority, Hospitals, Pathologists, Forensic Experts, Mortuaries, Funeral Directors and Registrars), in the delivery of its function.

The Coroner is an independent judicial post holder not strictly a "Torbay Council Employee". The Coroner is an office holder and appointed by the relevant first tier local authority (Torbay) and for the need to retain independence cannot be termed an employee. The regulations governing Coronal appointments are set down in Primary Legislation.

Registration of Births, Deaths and Marriages

DIRECTOR: Anne-Marie Bond

Registration of births, deaths and marriages:

- Registration of births, deaths and marriages in accordance with the statutory requirements.
- Statutory and non-statutory ceremonies.
- Keeping records and archives
- Providing Certificates
- Licensing of all non CoE (Church of England) marriages etc
- Licensing of Approved Premises

Statutes	Example of Requirements
Marriage Act 1949 Section 46(A)1	<ul style="list-style-type: none"> • Make provision for and in connection with the approval by local authorities of premises for the solemnization of marriages
Marriage Act 1949 Marriage (Same Sex Couples) Act 2014	<ul style="list-style-type: none"> • To ensure all marriages are valid and correctly recorded. <p>To ensure all Same Sex marriages are valid and correctly recorded</p>
Registrar of Marriages Regulations 1986 (SI1986/1442) Immigration Act 2014	<ul style="list-style-type: none"> • To ensure all marriages are correctly recorded <p>To ensure all Notices of Marriage and Marriages meet with the revised regulations and file sharing with the Immigration Service</p>
Reporting of Suspicious Marriages Civil Partnerships Regulation [2005]	<ul style="list-style-type: none"> • To ensure all marriages and civil partnerships are valid and suspicious civil partnerships are notified to the authorities
Civil Partnership Act 2004	<ul style="list-style-type: none"> • To ensure that civil partnerships are genuine, available and correctly recorded.
Civil Partnership (Registration Provisions) Regulations 2005	<ul style="list-style-type: none"> • To ensure that civil partnership documents are accurate and complete and that civil partnerships are genuine
Marriages and Civil Partnerships (Approved Premises) Regulations 2005	<ul style="list-style-type: none"> • To consider an application by the proprietor of a building to be approved for civil marriage and civil. • To make the application available to members of the public and to provide them with t opportunity to object to the application • Grant the application if satisfied that it has been made in accordance with the regulations, or not as the case may be. • Attaches standard conditions contained in schedule 2 such as the responsible person for the premises shall be available one hour prior to the proceedings, no religious services, no food or drink to be sold, public access allowed without charge etc • Reviews applications from aggrieved parties who have had their application, declined, revoked or have had additional conditions attached to the grant of approval. • Maintains the registers of approved premises within their local authority. Contains a full description of the rooms and details of the approval holder, including name and address and date of expiry of the grant of approval.
Births & Deaths Act [1953]	<ul style="list-style-type: none"> • To ensure all Births and Deaths registrations, corrections and re-registrations recorded as per provisions of the Act.

SERVICE NAME: Spatial Planning

Director/Executive Head: Anne-Marie Bond and Pat Steward

The Spatial Planning Business Unit provides the following key services:

- Strategic Spatial, Transport and Environment Planning – including energy, waste and climate change;
- Development Management
- Project development, funding and delivery;
- Customer Service and Technical Planning Support

The Business Unit provides a statutory service, specifically in relation to production of Development Plan documents (e.g. Local Plan; A waste local plan, Masterplans and Neighbourhood Plans), a Local Transport Plan (including an Implementation Plan) and in relation to determination of planning applications. The Business Unit also produces evidence, the Energy & Climate Change Strategy and works hard to influence the plans and investment decisions made by the Local Enterprise Partnership and Local Transport Board. The Business Unit also manages the successful Torbay Design Review Panel.

These services help ensure a growing, wealthy and healthy Bay; continued investment and development in the Bay; enhancement of the Bay's unique environment; regeneration of the Bay's town centres.

The overall revenue budget for this service is £0.4M.

The number of staff in Spatial Planning is 30, equating to 28 FTEs.

Notable successes (2011 – 2014), have included the award winning Abbey Sands development; funding for major transport improvements around Torquay town centre, Edginswell, Western Corridor and sustainable transport measures (bus, walking, cycling routes; a new fast ferry contract, linking Torquay and Brixham; support for major development projects such as Devon Studio school; Torwood Street, Palace Hotel, Torbay Hospital, Devonshire Park, Wallpark, Lansdowne Hotel): 85% approval of all major planning applications, helping to secure in excess of £2M New Homes Bonus per annum.

The Strategy and Project Delivery Team:

Production of strategic plans and policies to provide a statutory framework for development proposals and investment e.g. Local Plan, Development Plans. Other work includes: Neighbourhood Planning; Local Development Orders; Community Infrastructure Levy / S106; Sustainability Appraisal and Environmental Assessment; Design Review; Masterplanning; Marine and nature conservation.

Preparation of input into the Heart of the South West LEP Strategic Economic Plan, The Local Transport Board, the LEP Place Group, the South West Peninsula Rail Task Force and officers group, Local Transport Plan, transport projects and delivery reports – including bus and rail services, new cycle routes, Waste Strategy, Climate Change, Sustainable Energy and other strategic plans and policies plus associated policy implementation and research, monitoring and project management. It also liaises on behalf of Torbay Council with government Departments and regulating bodies such as DfT, the Environment Agency, English Heritage and the Department for Transport.

The team includes a Senior Public Health and Planning post, ensuring integration between strategic planning, health and development management.

Also incorporates the Customer Service & Technical Planning Support Team.

The Development Management Team:

Manage development proposals, as a statutory function, to best meet the needs of the Bay:

- Improving the quality of development proposals
- Working with developers to ensure high quality, viable schemes get permission
- Facilitating improvement in the quality of the built environment
- Helping to meet demand for new homes, employment space and community facilities (including recreation, schools, green space)
- Helping tackle public health issues in the Bay
- Ensuring inappropriate development is avoided

The Customer Service & Technical Planning Support Team:

- The receipt, validation and plotting of all planning applications
- First point of contact for all spatial planning telephone enquiries
- Supporting connections staff, serving customers face to face where necessary
- The administrative process of issuing all planning application decisions
- Maintain Statutory Public Registers
- Website content, design and maintenance
- Database management
- Maintaining the Council's Mapping System
- Finance i.e. dealing with the processing & payment of Spatial Planning invoices
- Budget Management
- Lead contacts for all corporate requirements including HR and Comms
- Daily and back scanning including large format
- General administrative and secretarial support
- Administration of Appeals, Inquiries and Site Review Meetings
- Preparing Development Management Committee Agenda papers
- Performance management for Spatial Planning
- Business Process Re-engineering
- Fair Trade
- Administering complaints, Freedom of Information requests and Environmental Information Requests for the department

SERVICE NAME: Customer Services & Customer Access

Assistant Director/Executive Head: Bob Clark

Customer Services

Customer Services provides the primary access channels for the public contacting Torbay Council.

Face to face services operate in Torquay Connections in Brixham Library and in Paignton Library Information Centre.

The Contact Centre manages telephone contact for a wide range of council services

Customer Services manage the Main Reception at Torquay Town Hall and manage calls to the main switchboard. Manages on line transactions and queries from customers

Web Team

Support and develop the back office systems that Customer Services use as well as customer facing systems.

Provides website design & support and social media support

Income generation from developing and maintaining non Council websites

Customer Services is not statutory but does offer the public's main contact to Torbay Council either face to face, through the call centre, main switchboard and on-line transactions.

Many of the functions supported by Customer Services are statutory, such as Elections, Registrars and Housing.

The service is implementing the Customer Access Improvement Project (CAIP)

SERVICE NAME: Exchequer and Benefits

Executive Head: Bob Clark

The Revenue and Benefits service provides a range of services that affect the lives of every household and business in Torbay. The Service collects and pays out many millions of pounds each year and our performance affects the Council's finances and cash flow.

The Revenue and Benefits Service can be split into the activities listed below:

- Administration and Recovery of Council Tax
 - Administration and Recovery of Non-Domestic Rates
 - Administration and Payment of Housing Benefit and Council Tax Support, including recovery of overpayments, appeals, preparation of the Housing Benefit Subsidy claim and completion of all Government Returns
 - Administration of Discretionary Awards for Housing Benefit and Council Tax Support
- Administration of Crisis Support scheme (Local Welfare Provision)

SERVICE NAME: Information Technology (ICT)

Assistant Director/Executive Head: Bob Clark

Information Technology (ICT)

A central support service providing:

- Information communications technology (ICT) business systems and software support and development.
- Desktop & network support, ICT improvements projects.
- Network installation, server administration & fault rectification.
- ICT training.
- Information Governance and Data protection & Records management services.
- Property and street corporate data management and matching

Services extend to the Council, Councillors, the Torbay and Southern Devon Health and Care NHS Trust, Royal Devon and Exeter NHS Foundation Trust/Devon Partnership Trust and other Joint Working agencies (i.e. Youth Justice); TOR2 and schools.

This is a non statutory service but is providing business critical support to enable statutory services to function. If systems are not operational then the Councils ability to undertake its statutory duties will be compromised and public services will be affected.

Responsible for delivering new IT solutions that are either required to meet new legislative requirements or to facilitate improvements in the operational efficiency of the Council's service areas

Information governance is a statutory framework to ensure we comply with legislation, data protection and other mandatory standards.

SERVICE NAME: Library Services

Assistant Director/Executive Head: Bob Clark

The library service currently provides the following to help deliver objectives in relation to reading, information, health, digital participation and learning

- 4 branch libraries – safe, neutral spaces
- Library collections to residential homes and housebound customers
- Lending services (Books and audio-visual materials)
- Information and local and family history services
- Services to young people, carers and families
- Public PCs and Wifi access
- 24/7 access to reference and information resources, online catalogue, and e-books
- ICT learning centres –ICT training for disadvantaged customers
- Events and festivals for all age groups including Agatha Christie, Summer Reading Challenge, author talks, musical and theatrical events
- Meeting rooms for hire
- Grant funded initiatives – Job clubs, Basic IT training with ICT volunteers to support
- Volunteer opportunities

The Council has a statutory duty to “provide an efficient and comprehensive Library Service” (1964 Public Libraries and Museums Act).

SERVICE NAME: Post Room and Printing

Assistant Director/Executive Head: Bob Clark

Print & Post Room

Printing operates as a trading unit with all work charged on a job basis to clients both internal and external. The majority of work is required by Torbay council with a diverse range of output from posters and outdoor banners through to offset/digital printing and regular complex mailing jobs obtaining the maximum postal discounts available.

The Post Team deal with the receipt and despatch of all internal and external mail generated by and for Torbay, the Daily bay wide General courier and the Education courier service's are run from within the post Team and they also operate the council's corporate scanning service which includes Daily payments and Benefit scanning.

The services share the role of Goods Inwards for the majority of parcel and large deliveries for the council.

These services are not statutory although it supports all other departments across the authority as well as external customers.

SERVICE NAME: Public Health

Director: Caroline Dimond

Public Health is concerned with the health of the whole population rather than the health of an individual.

Since 1st April 2013, Torbay Council has assumed some of the legal duties to improve the health of the local population from the NHS. Others are the responsibility of Public Health England which is a new government agency that oversees national public health programmes such as national immunisation programmes.

The Public Health Team works closely with different departments within Torbay Council, South Devon and Torbay Clinical Commissioning Group (CCG), representatives of NHS England, Statutory and non-statutory service providers and voluntary groups to create as integrated an approach as possible to improve the health of Torbay residents. In all it does, the Public Health Team seeks to ensure the health needs of disadvantaged communities and vulnerable groups within the area are addressed and there is due consideration made to addressing inequalities in health. The aim is to improve the health of all people, but improving the health of the poorest, fastest.

Public Health is concerned with achieving positive health outcomes for the population and reducing inequalities in health,

The Public Health Team seeks to understand the actual and potential burden of disease and their associated determinants to inform targeted interventions that prevent poor outcomes and promote positive health and wellbeing.

Examples of work that takes place that target actions of the Corporate Plan include:

- *Protecting all children:* commissioning the School Nursing Service
- *Promoting healthy lifestyles:* commissioning the healthy lifestyles and stop smoking service.
- *Working towards a prosperous Torbay:* commissioning the Torbay Community Development Trust to provide a volunteering to employment programme for adults in recovery from substance misuse
- An attractive and safe place: fulfilling the health protection function for Torbay Council
- *Protecting and supporting vulnerable adults:* targeting services that promote health and wellbeing amongst vulnerable groups such as accessible sexual health interventions and support to reduce teenage conceptions.