

Transforming Torbay

Making Change Happen

- Strategic Review

Torbay Council's:

- Strategic Plan 2004 - 2008



May 2004

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Message from Chris Harris - Leader of the Council

“My aim for Torbay Council is that we should strive for excellence in everything we do.

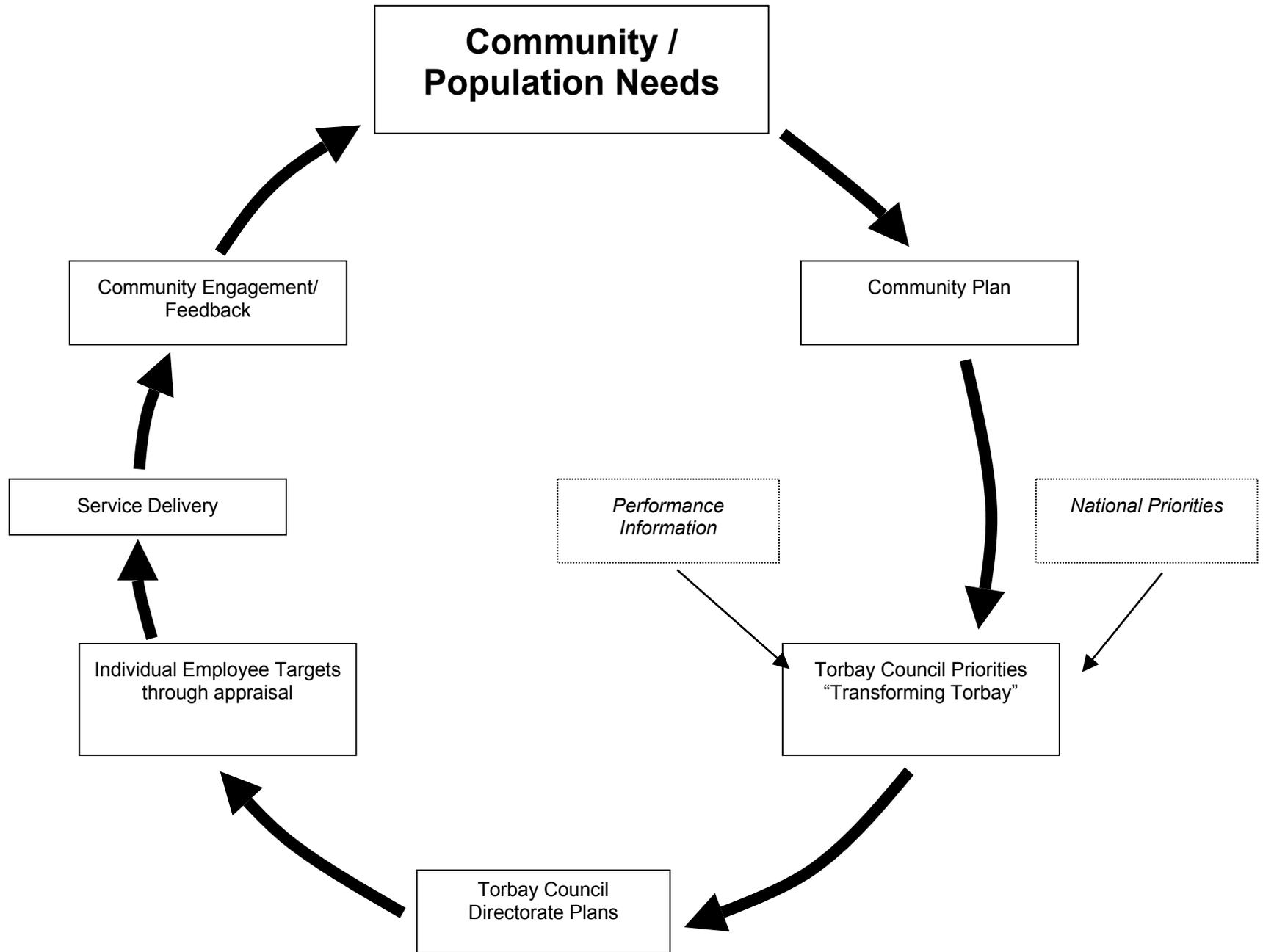


It is now a year since the new Administration was elected to run this Council. From day one we set out our plans on how we want to make a real improvement to the quality and range of services we provide to our community. We have led the way in exploring and implementing new concepts in the delivery of integrated Children’s and Adults Services in conjunction with the Primary Care Trust and other partners. We have worked closely with local housing associations to address people’s housing needs and we have created a pioneering public private sector partnership which is leading on the regeneration of our Bay. We have also taken the first of two steps in the reorganisation of the Council’s services to make them more efficient and cost effective.

We are passionate about the whole community working together and with our partners in the police, health, probation, voluntary and private sectors we have together created Torbay’s Strategic Partnership who will later this year publish Torbay’s first Community Plan.

In this document “Transforming Torbay” we set out clearly the Council’s current performance, our priorities and future plans. Due to the publication of the Community Plan later this year it has not been possible for us to fully integrate our priorities into those of the Community Plan. It is our intention to do so in future years as the diagram below indicates.

Our challenge for the coming year is to keep up the pace of improvement within the Council and across Torbay and to constantly look at new and better ways in which we can all work together.”



Sources of Information

Community Plan Priorities

Following extensive consultation on the draft Community Plan for Torbay, the Torbay Strategic Partnership has agreed a vision for Torbay and is in the process of finalising a Community Plan for publication. It is a Torbay-wide Plan and, following public consultation, is based around the following vision and 8 themes:

“A healthy prosperous community, living, learning and relaxing in a safe and beautiful bay”.

- Community Safety:** *To make Torbay a safer place and to increase the feeling of a safe environment by working together to support those at risk*
- Health, and Social Care:** *We will work to improve the health and social well being of the residents of Torbay and reduce inequalities*
- Affordable Housing:** *Deliver improved access to good quality affordable homes and related services for the people of Torbay by way of a balanced, community based, inclusive partnership*
- Economy:** *To raise living standards throughout the communities which make up Torbay, by increasing the level of economic activity, within a business friendly environment To create a public private economic and regeneration partnership to deliver our economic, tourism and marine objectives*
- Environment:** *To sustain and improve the urban, coastal and rural environments of Torbay, to minimise adverse impacts on the wider environment and to become a model of sustainable practice in the region*
- Life Long Learning:** *We will place life-long learning at the heart of our efforts to enable everyone to fulfil their potential*
- Culture:** *To create a more vibrant and diverse mix of cultural activities in Torbay's outstanding location which are recognised, valued and taken up by local people and visitors alike*
- Sustainable Communities:** *Torbay needs to invest in widespread community capacity building if its people are going to address the complex issue of social inclusion and achieve more sustainable communities*

A number of partner organisations, including the Council, are committed to delivering the Community Plan and this Strategic Plan sets out the Council's role in achieving the above.

Administration Priorities

Following the local elections in May 2003, the new administration identified the following priorities:

1. Jobs and Industry
2. Road Safety and Congestion
3. Social Services
4. Affordable Housing
5. Education

In addition, in response to the Comprehensive Performance Assessment of 2002, an additional priority of 'Getting back on track' relating to Corporate Ability was also seen as a priority to move the Authority forward.

National Priorities

In 2002, the Government and Local Government Association agreed a set of seven shared priorities for local government. The key priorities are:

- Raising standards across our schools
- Improving the quality of life for children, young people, families at risk and older people
- Promoting healthier communities by targeting key local services, such as health and housing
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively
- Promoting the economic vitality of localities

These priorities have influenced the Council's Local Public Service Agreement and are broadly compatible with the local priorities identified by the Council.

Audit and Inspection Recommendations

In 2002, the Council was rated as 'Poor' by the Audit Commission following the Comprehensive Performance Assessment (CPA). Following a recent re-assessment, the Council is now rated as 'Weak'. The recommendations from these inspections, as well as others such as Ofsted and inspections from the Social Services Inspectorate, also help the Council to form its priorities year-on-year.

The following are the areas for improvement that have emerged from the Comprehensive Performance Assessment inspections:

- Enhancing Community Leadership and Customer Focus
- Performance Management
- Risk Management
- Corporate Capacity
- Strengthening Service Delivery: Housing, Social Care, Libraries and Leisure – Leisure, Transport Planning

Community Consultation

Consultation with our stakeholders and community within Torbay is vital to the priority setting process. It enables the Council to determine what residents; businesses and other organisations feel the priorities of the Council should be.

For instance, User Satisfaction Surveys have just taken place and this is broadly confirming that our areas of priority are in line with those of the community. This information will help us to inform our priorities in future plans. Extensive consultation undertaken by the Torbay Strategic Partnership to aid the development of the Community Plan and meetings with key stakeholders has also aided the Council in formulating its priorities.

Consultation is an area we are committed to improving and the Council will be reviewing its Consultation Strategy as part of this process.

Local Public Service Agreement

The Council is negotiating a Local Public Service Agreement (LPSA) with the Government. The LPSA will commit us to significantly improving our performance in twelve key areas. We will set 'stretch targets' for improvement, which are above the level we would have achieved without the LPSA. To help us achieve these 'stretch targets' the government will provide in excess of £850,000 of financial support at the start of the Agreement and may remove bureaucratic requirements that prevent us from achieving a higher standard of performance.

The LPSA consists of seven nationally-set targets, a cost-effectiveness target and four local targets.

- **3 x Education (2 National , 1 Local)**
 - Raise attainment at Key Stage 3
 - Increase the overall attendance in schools
 - Increase the ICT and ICT based learning needs of children growing up outside of mainstream education
- **1 x Libraries (Local)**
 - Increase the usage of Torbay's libraries
- **4 x Health and Social Care (1 National 2 Local)**
 - Increase physical activity to improve health and well being, and mobility of people, particularly those in the older age group
 - Improving the quality of life for older people
 - Developing services that support carers
 - Improve the quality of life and life chances of young people looked after
- **1 x Community Safety (National)**
 - Tackling domestic violence
- **1 x Housing / Homelessness (National)**
 - Reducing the incidence of Homelessness and resulting use of Bed and Breakfast as temporary housing for families
- **1 x Environment / Road Safety (National)**
 - Reduce the number of middle aged and elderly people killed or seriously injured on Torbay's roads
- **1 x Corporate Governance (National)**
 - Improved cost effectiveness of council services

Community Profile

Torbay, the English Riviera occupies a prime position on the south coast of Devon. It is the UK's premiere staying resort accommodating 1.45 million visitors annually.

Centred around a natural bay, which acts as the focus for the community are the three Towns, Brixham, Paignton and Torquay, with a total population of approx. 130,000. Each town has a unique and distinct character in terms of social and economic composition. It covers 6,288 hectares and has 22 miles of coastline with a rural fringe and coastal areas designated areas of high landscape quality. We enjoy a mild climate, with little frost in the winter and high amounts of sunshine year round.

Tourism remains the main source of employment but Brixham retains a significant fishing fleet and is one of the top fishing ports by value in England and Wales. Service industries, in addition to those associated with tourism, are also strongly represented, particularly the private care sector. Torbay is a popular retirement area with 23% of the population being over the age of 65.

More recently, high technology companies have increased their investment in Torbay and are bringing new opportunities to the area. However, during recent years major redundancies have been made by a principal electronics manufacturing employer leading to an increased unemployment rate in contrast to other areas of Devon.

In common with any English seaside resort Torbay gives an outward appearance of affluence. However, there are areas of real deprivation within the Torbay Community, with 7 wards in the top 20% of deprived wards in the Governments Index of Deprivation and with the highest unemployment in the South West and with average earnings below regional and national levels. 60% of our population live in wards eligible for European funding and three wards are eligible to obtain funding under the Single Regeneration Budget.

Prioritisation

The Council will always have to make tough decisions if it is to target limited resources to priorities. This means that some areas of activity have to be given a low priority and these are the areas where resources have to be moved from as part of the prioritisation process.

For the 2004/5 budget the following priority areas have been agreed:

- Additional funding for schools
- New funding to take the Housing Strategy forward
- Meeting Social Service commitments
- Proactive work to reduce social Services caseload
- New funding for Library book stock
- Extension of recycling service
- New funding for Youth Service
- Resources to improve corporate capacity

To achieve these priorities resources have been reduced or increases in charges above the rate of inflation charges introduced in the following areas:

- Increase in Car Parking Charges
- Increase in Cemetery & Crematoria charges
- Park maintenance reduced
- Public toilets closure programme
- Reduction in summer season facilities
- Re-phasing Health and Safety Issues
- Cut all budgets inflation provision
- Reduce security provision
- Efficiency saving in central budgets

It is not a priority for the Council to provide all of its services directly. The Council is committed to other means of delivery if improved outcomes can be achieved. This may include use of private sector companies, working in partnership with others or through charitable trusts. For example the Torbay Coast and Countryside Trust formed in 2000 is now able to access funding sources not available to the Council.

Our Vision

“A Healthy, prosperous community, living, learning and relaxing in a safe and beautiful bay”

Our Guiding Principles - The fundamental beliefs and principles of this Council

We will provide leadership and inspiration to improve the services we provide and support

CUSTOMER FOCUS

Customer Care

We are committed to the courteous and fair treatment of our customers

Putting the public first

Our services will be tailored to meet the changing needs of our customers

Equality of opportunity

We will deliver services, which do not discriminate against any sector of the community, but at the same time we recognise the need to reflect cultural differences in services.

Open, responsive, accessible and accountable

We will ensure that the Council is transparent in its decision-making, has accessible services, is responsive to the needs of customers and has clear lines of accountability

SERVICE DELIVERY

Sustaining the environment & the economy

In making decisions the Council will consider the long term implications on the built and natural environment, its impact on the community and the economic base of the Bay

Challenging the current service

We will continuously challenge the way our services are provided to ensure the most cost effective and efficient approach is adopted

Public/Private Partnership

We will work with the private sector, other agencies and organisations to deliver high quality services.

Valuing and developing staff

We will provide high quality services by ensuring our staff, whether employed by us or our contractors, are well trained

Our Corporate Priorities

1. Corporate Ability

Getting back on track

2. Jobs and Industry

Towards a prosperous Torbay

3. Road Safety and Congestion

Improving road safety and access to and around Torbay

4. Social Services

Improving health and social care in Torbay

5. Affordable Housing

Improving access to good quality affordable homes

6. Education

Placing learning at the heart of our community

7. Community

Targeted improvement actions to deliver our statutory responsibilities and meet the needs of our community

1. Corporate Ability

Getting Back on Track

We believe that the Council is driven by the expectations and needs of the local community. To achieve this we will; work with the partners to enable us to improve the quality of life for the communities within the Bay: prioritise and focus our efforts more effectively and performance manage our activities. By enhancing our corporate ability we will deliver increasingly improved services, this will provide us with further awareness of the consequences of our decisions.

Councillors Andrea Colborne, Roger Stronger, Mike James

Executive Member

Key Facts:

- In 2002, the Council was rated as 'Poor' by the Audit Commission following the Comprehensive Performance Assessment (CPA). Following a recent re-assessment, the Council is now rated as 'Weak'

Our Aim

We will work with partners to enable us to improve the quality of life for the communities within the Bay: priorities and focus our efforts and performance manage our activities

Our Priorities

THIS IS WHAT WE WILL DO:

- Establish Torbay's Local Strategic Partnership and publish a Community Plan which reflects and addresses the needs and aspirations of the communities in Torbay and identifies how and when these will be met.
- Produce a clear statement and understanding of the Council's medium term priorities and aims for improvement and service delivery based upon analysis and community needs and the national agenda.
- Ensure Torbay is a local community that is kept informed of what the Council is doing and is planning to do in the future.
- Develop effective and co-ordinated consultation providing all sectors of the community with the opportunities to express their views on key issues.
- Provide a range of services and information sites that are available to the community and wider on a 24/7 basis (E Government).
- Meet the majority of the needs of our customers through a single point of contact of the customer's choice.
- Ensure equality of access to our services which recognises the differing needs of the community.
- Develop a complaints systems that is an accessible and equitable procedure which addresses the individual complaints and concerns of members of the public and provides an opportunity for service improvement.

Enhancing community leadership and customer focus Performance management

THIS IS WHAT WE WILL DO:

- Publicise our vision and clear prioritised targets which are shared with partners and the community.
- Establish an effective set of performance indicators which are used to drive performance improvement across the Council.
- Ensure there is a clear understanding by all staff on how their performance contributes to the overall achievement of the Council's priorities and objectives, with a supporting monitoring and reporting mechanism.
- Develop a Staff Development Programme that will develop staff to their potential and equip them with the skills and knowledge base that will enable them to help the Council achieve its priorities and objectives.
- Develop a focused and prioritised Best Value programme that will drive continuous improvement across the Council's services.
- Develop a Local Public Service Agreement which includes focused enhanced improvements to a range of services in line with the local and national agenda which will secure additional funding for Torbay.
- Ensure pertinent and regular reporting of financial information which will keep Members fully informed of the Council's financial position and will enable them to take appropriate corrective action.
- Provide pertinent and regular reporting of the Council's Human Resource which will keep Members fully informed of the relevant issues and will enable them to take appropriate corrective action.
- Provide a clear understanding of the Council's medium term financial aims and commitments and potential funding sources.
- Develop Service Level Agreements that provide a clear understanding of support and cost of support services.
- Measure improvement in the Council's corporate ability which demonstrably drives service improvement.

Risk management

THIS IS WHAT WE WILL DO:

- Ensure good stewardship of resources with risks identified, assessed and planned for in order to minimise their impact.
- Ensure cost effective procurement of resources and services in line with the National Procurement Strategy for Local Government.

Corporate capacity

THIS IS WHAT WE WILL DO:

- Identify, learn and share good practice with other organisations to further improve services.
- Ensure the effective use of existing office accommodation and planning for the future to working relationships.
- Ensure open, transparent and effective political management of the Council.
- Embed with the political management arrangements of the Council a credible programme of scrutiny activity which adds value to the decision making processes.
- Ensure clear and effective internal communications with a workforce that is fully informed of the major issues within the Council.
- Ensure there is a working environment which recognises the differing needs of staff.
- Ensure the provision of a safe workplace which promotes employee well being leading to a reduced number of working days lost from work-related injury and ill-health.
- Implement HR Strategy:
 - Employer of Choice
 - Workforce with the right skills
 - An Organisation that can evolve and develop

PLEASE REFER TO THE ACTION PLAN

2. Jobs and Industry

Towards a Prosperous Torbay

In recognising the need to improve the local economy and create more jobs and wealth, we have now started the full process of establishing a new private/public partnership to lead our regeneration and economic activities within the bay, including Marine and Tourism. Full development of the Torbay Development Agency LTD will take place during the next year, setting forward plans and action to help create the right environment for regeneration.

Councillor Andrea Colborne

Executive Member

Key Facts:

- Torbay suffers widespread deprivation, low income and limited employment opportunities. Housing costs are high in relation to earnings. Torbay enjoys a high quality environment, in terms of climate, scenic beauty, and heritage. The Bay provides a natural sheltered anchorage, and contains good harbour facilities

Our Aim:

To raise the living standards throughout the communities which make up Torbay, by increasing the level of economic activity, within a business friendly environment.

To create a public private economic and regeneration partnership to deliver our economic, tourism and marine objectives. (Torbay Development Agency Ltd.)

Our Priorities:

To have a buoyant and varied local economy and be a premier tourist resort.

THIS IS WHAT WE WILL DO:

- Create an environment that will attract investment to Torbay and create a stylish year-round resort.
- Capitalise on Torbay's maritime setting.
- Encourage improved access to Torbay.
- With partners create new incubator/start-up business services to increase levels of income, employment and skill.
- With partners create the capacity and action for community development and regeneration to reduce poverty and deprivation.
- Regenerate Brixham and enable a strong and sustainable fishing industry.

PLEASE REFER TO THE ACTION PLAN

3. Road Safety and Congestion

Improving Road Safety and Access to and Around Torbay

The increasing number of vehicles on our roads is causing difficulties for all sectors of the community in relation to road safety and congestion. Our residents are finding that they no longer have free and easy access to all parts of the Bay (and beyond) due to traffic congestion. As well as limiting our ability to travel, this congestion also creates adverse environmental impacts such as noise and air pollution and generally detracts from the quality of life for those who live here. Road safety is also a growing concern for Torbay and one that effects the whole community.

Councillor Colin Charwood
Executive Member

Key Facts:

- Torbay is the largest conurbation in Britain served only by a single carriageway road and links to the national rail network only via a branch line to Newton Abbot
- Demand for industrial land is high, with available sites being relatively inaccessible from some residential areas
- With an aging population and high levels of deprivation there are social inclusion issues in respect of access to transportation
- Central areas of Torquay, Paignton and Brixham suffer from poor pedestrian environments

Our Aim:

We will work with the community to deliver improved transportation and road safety within Torbay

Our Priorities:

To have excellent access and communication to, from and within Torbay

THIS IS WHAT WE WILL DO:

- Achieve improvements in our score within the remaining period of the Local Transport Plan.
- Reduce the impact of travel on communities and the environment in Torbay
- Encourage improved access to Torbay.

Achieve continued improvements in the delivery of our Local Transport Plan

THIS IS WHAT WE WILL DO:

- Implement and monitor LTP Capital Programme
- Deliver traffic and strategy programmes for Torquay, Paignton and Brixham Central Areas
- Deliver transport strategy objectives for buses, HGVs, walking and cycling
- Prepare for second LTP submission [2006-2011], including Issues Report
- Submit 2004 APR
- Plan for Decriminalised Parking Enforcement
- Prepare Variable Message Strategy to all main car parks
- Prepare Public Rights of Way Development Plan
- Deliver improved public transport information system
- Improve access to Torbay Hospital
- Consolidate Shopmobility Strategy
- Improve access to and along Ring Road Corridor
- Increase residual life of Principal Highway Network

To reduce the impact of travel on communities and the environment

THIS IS WHAT WE WILL DO:

- Work with communities to improve traffic and environmental conditions, starting with Torre
- Publish Road Safety Action Plan
- Produce Guidance for School Travel Plans and Company Travel Plans and maintain rate of implementation
- Continue to secure sustainable transport and environmental protection in existing and new communities, e.g. Dolphin

Encourage improved access for Torbay

THIS IS WHAT WE WILL DO:

- Submit and determine KKBP planning application
- Obtain planning consent for Tweenaway cross Improvement
- Undertake Kings Ash Hill Improvement
- Develop working relationships with neighbouring local authorities

4. Social Services

Improving Health and Social Care in Torbay

The provision of good quality social care remains a high priority for this Council. In responding to the social care needs of the people of Torbay, we are particularly keen to ensure that those groups at risk of being excluded or isolated within our communities have easier access to services. We will aim to ensure that service users and their carers are at the heart of everything we do. In order to continue to respond effectively to the need to deliver good quality, community based services, two new developments affecting social care services are underway:

- The creation of a new Care Trust (subject to Secretary of State approval) to provide health **and** social care services to disabled or older people. This brings together Torbay Council's social care services for these groups of people and Torbay Primary Care Trust (PCT). New "integrated" teams, linked to groups of GP practices, across Torquay, Brixham and Paignton, will be established.
- The establishment of a new Children's Service bringing together Torbay Council's Education and children & families Social Services section to form a new service dedicated to the needs of children, young people and their families.

Throughout the development of these two major changes the people of Torbay will be consulted with, indeed we hope many service users and their carers or families will continue to be involved in planning for the future.

Councillor Loretta McHugh

Executive Member

Key Facts:

- Whilst many people in Torbay enjoy good health and we exceed the national average for life expectancy there are variations across areas in Torbay

Our Aim:

We will work to improve the health and social well being of the residents of Torbay and reduce inequalities

Our Priorities:

To increase the independence of older and vulnerable people

THIS IS WHAT WE WILL DO:

- Integrate community health and social services to improve the quality of support people receive in their home.
- Produce a Commissioning Strategy linking health and social services to improve the flexibility and range of services available to support people at home.
- Protect vulnerable adults identified as being at risk of abuse.
- The Council will work with partners to increase the number of vulnerable people receiving benefits to which they are entitled.
- Ensure 'hard to reach' individuals and groups in our community have access to services.
- Put service users and carers at the heart of our service by ensuring their satisfaction with the quality of services we provide.

Improve the quality of life and life chances of children looked after by the Council

THIS IS WHAT WE WILL DO:

- Provide better employment and education opportunities for young people leaving care.

To reduce the incidence of children who suffer, or who are at risk of significant harm

THIS IS WHAT WE WILL DO:

- Ensure the Councils multi-agency policies and procedures meet the recommendations of Lord Laming's Victoria Climbié Enquiry Report.
- Successfully establish a new Children's Service.
- Ensure that there is multi-agency ownership of responsibility for child protection across Torbay.
- Ensure that sufficient numbers of social care workers, appropriately skilled and qualified, are recruited and retained by the Council.

To further support carers of older and vulnerable people in recognition of their vital role through the implementation of the Carers Strategy 'Measure Up'

THIS IS WHAT WE WILL DO:

- Further develop services that support carers.

PLEASE REFER TO THE ACTION PLAN

5. Affordable Housing

Improving Access to Good Quality Affordable Homes

Decent affordable housing is important to all of us. It is one of the fundamental building blocks in creating a holistic approach to social cohesion and enables sustainable regeneration. Torbay is experiencing issues of housing suitability and affordability. Currently there is a huge demand for affordable housing with very little chance of delivering the amount required. The problems faced are complex and varied and involve many agencies and individuals, therefore resolving them must entail a partnership approach.

Councillor Loretta McHugh
Executive Member

Key Facts:

- Torbay is one of the worst areas in the country for housing affordability. It is estimated that the average house in Torbay is worth in excess of five times the average salary. It is not that Torbay's housing is the most expensive in the country, but that average incomes are very low. As of the end of January 2004 there were over 2,000 households on Torbay Council's Statutory Housing Register or Waiting List.

Our Aim:

We will give everyone the opportunity of a decent home and so promote well being and self-dependence

Our Priorities:

Deliver improved access to good quality affordable homes and related services for the people of Torbay by way of a balanced, community based, inclusive partnership.

THIS IS WHAT WE WILL DO:

- Develop and maintain a housing partnership that is focused, co-ordinated, transparent, efficient and accountable, to deliver the housing options that meet the needs of Torbay's communities.
- Maximise the number of high quality new affordable homes delivered in Torbay over the strategy period by the effective use of funding opportunities and the planning system.
- Move to an informed choice based system for letting social housing in Torbay in 2004.
- Increase the prevention of homelessness and the support to those who are homeless, or threatened with homelessness.
- Improve housing conditions and support the priorities and groups identified in the Government's strategy 'Tackling Health Inequalities':
 - Support families, mothers and children
 - Engage communities and individuals
 - Improve affordable housing and reduce fuel poverty among vulnerable people
 - Assist those with mental health problems
 - Improve access to public services in disadvantaged communities
- Develop a needs based Supporting People Strategy by March 2005 to ensure the development of high quality, value for money Supporting People services to meet strategic priorities.

PLEASE REFER TO THE ACTION PLAN

6. Education

Placing Learning at the Heart of our Community

Education is a priority for the community of Torbay and for the Council. By educating our young people we will improve their life opportunities. We have supported this priority by giving schools more than the funding earmarked by central Government. We have also given funding to the libraries and youth service. We will now need to work more closely with one another and with schools. That work will be extended to Social Services and other agencies as we develop a Children's Services Directorate.

Councillor Chris Lomas
Executive Member

Key Facts:

- Torbay has considerable diversity of provision in the Primary and Secondary sector, including grammar schools, a bi-lateral school, an ecumenical school, comprehensive schools and a College of Further Education. Attainment across all schools in Torbay is generally at or above national levels.

Our Aim:

We will place life-long learning at the heart of our efforts to enable everyone to fulfil their potential

Our Priorities:

To secure an inclusive and high performing reputation for all Torbay schools

THIS IS WHAT WE WILL DO:

- To achieve the targets for school and pupil performance set out in the LEA's revised Education Development Plan
- To develop performance management processes across all schools with a focus on under-performing pupils
- To improve the quality of Early Years and Childcare provision
- To ensure that the deployment of resources underpins priorities

To secure highly effective, streamlined and co-ordinated multi-agency services to support social inclusion for children across Torbay

THIS IS WHAT WE WILL DO:

- To implement a revised Behaviour Support Plan
- To develop a coherent strategic management process for youth service provision
- To contribute to the implementation of the recommendations of the Commission on Children's Services
- To implement a revised SEN Strategy

PLEASE REFER TO THE ACTION PLAN

7. Community

Targeted improvement actions to deliver our statutory responsibilities and meet the needs of our community

As part of our role we will also be looking to improve on a number of current services to meet the changing needs of the local people inside the framework of the national agenda. These short-term actions will focus our efforts in areas where improvements are required and that arise throughout the year, or in response to national priorities. These priorities will change year on year. For 2004-05 our priorities will be as follows: -

- Community Safety – Supporting the Community Safety Partnership in delivering action within the Community Plan
- Leisure – Supporting the Local Cultural Partnership in delivering the Community Plan
- Government and Legislative changes such as legislative changes made to the delivery of the Registration Service
- To have a clean and attractive environment – Supporting the

Key Facts:

- Torbay compared to the remainder of the Country and indeed the rest of Devon and Cornwall, has in recent years achieved some of the lowest rates of recorded crime and achieved some of the best detection rates.
- Community Safety is the top priority with regards to Quality of Life by residents within the Bay.
- There is a strong local commitment to cultural activity - in all its forms - as demonstrated by the large number of local music, drama and dance groups, sports and leisure clubs (including those focussed around the area's sea-based activities), heritage and history societies and much more
- 472kg (6 times the weight of a normal person) of waste is produced each year by every one of our residents
- The Quality of Life issue relating to clean streets is seen as a high priority by the community.

Our Aim:

To respond to the changing needs of the community and to deliver our statutory responsibilities

Our Priorities:

To deliver the Council's obligations to the Community Safety Partnership

THIS IS WHAT WE WILL DO:

- Deliver the Council's contribution to the Community Safety Strategy 2002-2005
- Reduce the proportion of people with drug dependency by working with other agencies.

Torbay to be a safe and healthy place to live and visit

THIS IS WHAT WE WILL DO:

- To work with Police and other local agencies to inform and empower local communities and support them through regulatory control and implementation of initiatives.

Achieve the targets set by the Government in 'Revitalising Health and Safety'

THIS IS WHAT WE WILL DO:

- Improved workplace safety and employee well-being leading to reduced number of working days lost from work-related injury and ill health.

To improve the profile of leisure attractions and ease of access to facilities by residents and visitors.

THIS IS WHAT WE WILL DO:

- Identify all leisure services across Torbay
- Develop links and working relationships with departments in the Council and other providers of leisure opportunities within Torbay to improve marketing and promotion of the services.

To provide a range of facilities and activities for people to do and enjoy in Torbay

THIS IS WHAT WE WILL DO:

- Maintain the Council's Seaside, Blue and Green Flag Awards.
- Improve sports facilities and opportunities for participation in Torbay.
- Encourage the year round cultural development of the Torbay area.

The community will have the opportunity to enjoy learning, arts and cultural development.

THIS IS WHAT WE WILL DO:

- To enhance the opportunities for cultural development within the community.
- To develop creativity and the arts in Torbay Schools.
- To implement the Lottery funded improvement project for Torre Abbey.
- To work with museums to increase the number of visitors.

To maximise the benefits to the public of the natural environment, facilities and services, ensuring that they are accessible to all.

THIS IS WHAT WE WILL DO:

- Increase public awareness to the maritime environment as a valuable leisure asset.
- Improve asset management of key sites, including addressing key long term investment and maintenance issues for the benefit of the local community at the Riviera International Centre, Shoalstone Pool, the Acorn Centre and Swim Torquay.

To have a clean and attractive environment for the community to enjoy.

THIS IS WHAT WE WILL DO:

- Develop and improve appearance of, and safety in, prime local parks.
- Develop and improve standards of cleanliness under the Tidy Torbay Initiative.
- Secure improved physical appearance of key areas.
- Develop waste reduction and disposal policy by 2004/05.
- Deliver Townscape Heritage Initiative project for Torquay Harbour.
- Provide guidance to ensure that there is a co-ordinated approach to urban design in Torbay
 - Publicise Streetscape Guidelines
 - Complete Urban Design Strategy

We will establish a framework for sustainable development and practice within Torbay

THIS IS WHAT WE WILL DO:

- To achieve up to date plans for land use and decision making.
- We will establish and maintain a rigorous monitoring and survey programme to enable implementation of Torbay's land use plans in a sustainable way.

Deliver an efficient and responsive Development Control Service

THIS IS WHAT WE WILL DO:

- Comply with Best Value Performance Indicator (BVPI) Performance Targets particularly:
 - BVPI 109 on the speed of decisions.
 - New BVPI on appeal results.
 - New BVPI relating to best performance check list including E Government targets.

PLEASE REFER TO THE ACTION PLAN