

Investing in the future: Develop a successful economy and improve job prospects

	<p>Update Position (November 2014)</p>
<p>We will achieve this through:</p> <ul style="list-style-type: none"> • Jobs-led regeneration focusing on specific sectors • Creating the right environment for inward investment • Continuing to work towards completion of the South Devon Link Road • Lobbying to improve rail services • Continuing to support town centres Business Improvement Districts • Revitalising the retail offer in the town centres • Working towards creating a sustainable and flourishing leisure, culture and tourism sector that is open to residents and visitors • Making it easier to get around the Bay by developing integrated transport where feasible <p>Measures for success:</p> <ul style="list-style-type: none"> • Completion of Torre Abbey Phase Two • Keeping our key public spaces clean • Outline business cases prepared for further investment in innovation centres. • Completion of a feasibility study for a third harbour • An adopted Local Plan by September 2013 • Adopted Neighbourhood Plans for Torquay, Paignton and Brixham by September 2013 • Completion of highways capital projects – including South Devon Link road by the end of 2015 • Increased investment from businesses, Government and the European Union • An increase in new business start ups • Increasing business in our three towns • Maximise opportunities for job creation including through joint planning with neighbouring authorities, and investing in a “Jobs Fund” 	<p>Progress has been made across a range of areas over the period to date.</p> <p>Access to sites, markets, labour and finance are important for all businesses to that end the Mayor and officers have worked to influence development of the LEP’s strategic economic plan¹ and EU investment strategy². Both of these have scope to support economic infrastructure including transport links and business incubation space.</p> <p>The following transport schemes are identified for potential funding through the approved Growth Deal awarded to the Heart of the SW LEP:</p> <ul style="list-style-type: none"> ○ Torquay Gateway (15/16) ○ Edginswell Station (15/16) ○ Torquay town centre and harbour side ○ A385 Totnes Road, west of Paignton <p>The Council has also worked with partners in the LEP and across the Peninsula to maximise opportunities for Torbay to benefit from the Peninsula Deal where Brixham has been designated a strategic site for the marine economy across the far South West. This is expected to help enable funding opportunities to bring forward marine employment in the town. A further approach has been made to Government, with the LEP, to invest in a number of projects in Torbay including the proposed Business Centre (Innovation Centre 3), Claylands, Oxen Cove and other supporting infrastructure to meet general needs for business space and to support important local sectors including marine and hi tech sectors which have the potential for high value employment. This infrastructure continues to be highlighted by business as being of critical importance in determining whether to stay and invest in the Bay or move elsewhere and what is good for our indigenous businesses is also good for inward investors where we are on track to receive in excess of 100 enquiries in this calendar year.</p> <p>There continues to be a focus on the creation of new businesses with a number of publicly funded start up programmes active in Torbay including Outset Torbay and while at a project level outcomes are strong there is some evidence of a falling number of start ups. However this will continue to be a focus alongside deepening the work with businesses to enable more rapid growth such as through exposure to export markets (where TDA was awarded the Enterprising Britain award for South Devon export network) and through e commerce. Again the LEP is an important partner here in accessing important European funding which will support these aspirations.</p> <p>The existing business centres continue to see strong occupancy rates and good outcomes with tenant businesses reporting strong turnover growth and employment growth over the past two years to April 2014. Also applications for Torbay Growth Fund investment which will create 130 jobs have been approved with applications pending which are expected to take the total number of jobs created to 240-250.</p> <p>The Local Plan and Neighbourhood Plan process nears a conclusion and there a further master planning process currently being consulted on for Torquay & Paignton Town centres, Collaton St Mary and for the Torquay Gateway site. These master plans have been conceived to stimulate investment in our place and have been driven by significant community input since the process began in April 2014.</p>

¹ <http://www.heartofswlep.co.uk/strategic-economic-plan>

² <http://www.heartofswlep.co.uk/SIFfinaldraft>

	Update Position (November 2014)
<p>We will achieve this through:</p> <ul style="list-style-type: none">• Raising skills levels by working with schools, South Devon College and Universities to meet the standards set by Department for Education for attainment and attendance• Working with partners, encourage public and private sectors to develop employment of apprentices• Supporting early years settings and schools to improve standards• Providing support to children and young people who are at risk of underachievement• Supporting schools to become academies where they choose to do so <p>Measures for success;</p> <ul style="list-style-type: none">• Improvements in the attainment of children and young people at Key Stage 2 and GCSE• Improvement in the attainment of vulnerable children and young people• After statutory school age, young people are either in further education, training or employment	

Investing in the future: Invest to improve quality of life and reduce long term costs to the community

<p>We will achieve this through;</p> <ul style="list-style-type: none"> • Adhering to sympathetic regeneration • Continuing to work on the Closing the Gap Strategy and roll out to other areas by involving communities • Reducing the negative impact of alcohol, obesity, tobacco and drugs on our communities • Reducing teenage pregnancy • Promoting sport and outdoor activity to improve health and wellbeing. • Working towards keeping crime low by: <ul style="list-style-type: none"> ○ Maintaining focus on the night-time economy ○ Working with the Police Commissioner for resources to ensure crime levels remain low and people feel safe ○ Jointly engaging and involving communities to resolve local issues in neighbourhoods • Planning for the future supply and demand of energy for the Bay • Reducing local greenhouse gas emissions • Ensuring an appropriate supply of quality housing within communities • Continuing to create a safe environment for all residents and visitors • Continuing to work with our partner agencies to improve the health and wellbeing of our communities • Improving opportunities for people with dependency issues and maintaining timely and effective access to services <p>Measures for success;</p> <ul style="list-style-type: none"> • Increasing numbers of people taking part in physical activity, including walking and cycling • Sports clubs and voluntary organisations are able to manage their own facilities and access external funding <p>We will also play our part in working with other agencies to;</p> <ul style="list-style-type: none"> • Keep levels of crime low to enable people to feel safe in their homes and in public places • Ensure fatalities and serious injuries from road traffic accidents remain low • Increase in healthy life expectancy, particularly in our most deprived wards • Reduce smoking during pregnancy • Provide drug users with access effective treatment • Reduce alcohol related admissions to hospital • Reduce levels of obesity 	<p>Update Position (November 2014)</p> <p>Sympathetic regeneration</p> <p>Between 1998 – 2008 around 3,000 net new jobs were created. Some examples of more recent job creation are as follows:</p> <p>White Rock 1135 jobs, 350 homes and an estimated £60M investment; development has started</p> <p>Palace Hotel 130 jobs, around £100M investment, £4.5M visitor spend and 137 apartments</p> <p>Abbey Sands Around 70 jobs, £10M investment and an iconic development. The development is close to completion</p> <p>Yannons Farm / Parkbay including £2.5M investment in Western Corridor improvements and a new Pharmaceutical Manufacturing Unit (PMU). The development is well underway, with the PMU built and new homes under construction</p> <p>Energy Centre, White Rock This development is complete and operational</p> <p>Beechfield, Torquay Won gold in the Best Starter Home category at the What House? Awards: Development Project of the Year, Michelmores Property Awards; 50 Best Housing Developments, Inside Housing. built by Leadbitter and in partnership with Torbay Council, which gave the land and £570,000 in funding, and the HCA, which contributed £7.2 million in funding.</p> <p>Supply and demand of energy In July 2014 Torbay Council adopted the Energy and Climate Change Strategy for Torbay which focuses on a project based approach. To this end the Environmental Policy Team are currently revising the case for solar power on buildings under the control of the authority.</p> <p>The Community Safety Team are working to provide affordable warm to those most in need across the Bay through a Devon wide partnership with E.ON (branded as Cosy Devon).</p> <p>On a regional level we are working with the Environment Agency to develop a risk based approach to the protection of Highways structures. We are also working with the Peninsula Rail Task Force to protect our vital rail links and improve rail services.</p> <p>A new ferry service across the Bay to provide a new sustainable transport link is due to begin trials in November.</p> <p>Currently under consideration New hotel, apartments and commercial space at the Pavilion, Torquay New hotel, office space and commercial space at Torwood Street, Torquay Mixed use development (Business and commercial space, new homes), former Bookhams site, Paignton Mixed use development (business space and new homes), Yalberton / Yannons, Paignton Torbay Hospital Critical Care Unit</p>
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	<p>Supply of Quality Homes</p> <p>Between 1981 – 2011 just over 13,300 new homes were built in Torbay.</p> <p>In the last five years Torbay has seen the following numbers of homes completed: 2009/10 – 322 2010/11 – 402 2011/12 – 268 2012/13 – 256 2013/14 – 446</p> <p>This shows a number of slow years, due to market demand and delivery (not lack of land supply), but an increase in provision in the last year. Affordable housing provision has been at or above the 30% ‘threshold’, largely due to delivery by Housing Associations / Registered providers, until the last couple of years when numbers have reduced – largely due to site development viability.</p> <p>Since 2005, around 90% of new housing has been on brownfield sites.</p> <p>Looking forward, there is land available for just over 2700 new homes – representing well over a five year housing land supply on current completion rates. This is sufficient to meet forecast population changes and changes due to economic growth over the next 5 years. If growth exceeds projection then more homes will be needed. Anticipated completions for the next 5 years equate to 400-450 per annum.</p> <p>The Council is actively promoting growth, not only in its Local Plan and via the Economic Strategy, but also via masterplanning – for ports, town centres (Torquay and Paignton), in Torquay Gateway and Collaton St Mary.</p>
	<p>From Public Health</p> <p>We have</p> <ul style="list-style-type: none"> • Developed an obesity strategy and action plan and are delivering through a steering group • Begun to revise the Alcohol strategy • Worked with the hospital on its alcohol services • Continued to support smoking cessation and drug and alcohol services • Revised the teenage pregnancy strategy and action plan • Planned to work with one of the sports development managers to focus remit on increasing physical activity • Worked to review the work of street wardens • Worked to support the HWBB to become more effective • Worked within the new maternity strategy to focus on such areas as smoking in pregnancy, maternal well-being and obesity in pregnancy • Develop a PHOF performance framework <p>Developed an Integrated Prevention Strategy to focus on Health Inequality and preventing early deaths.</p>
	<p>Working across sport and physical activity through the development of the Velopark, the GP Referral and other one off projects has resulted in more people becoming active who have not been active before. The focus has been on raising people up the scale of activity level – example non active to 30 minutes per week. Work has also taken place to assist those with mental health issues in libraries for example the stoke rehabilitation group in Paignton. A Physical Activity Co-ordinator in development which will focus specifically on getting more people active and health across the bay. This will be in place by next April.</p> <p>The Breezers Cycling scheme has been extremely successful in Torbay, with us having the highest numbers of women taking part regularly from across the UK. Social running and cycling groups have been expanding with less formal sessions attracting more participants. The opening of the Velopark has been</p>

	<p>critical in getting more nervous cyclists participating as this is a safe and enclosed environment. External funding for Swim Torquay and Torre Valley North has helped secure the clubs using this facility. Most clubs now have leases or in the process of obtaining leases which will open up more opportunities for external funding to be sourced.</p> <p>% of those on low incomes participating in sports – 20.9% - Below target % of over 55's participating in sport – 14.6% - well above target National indicator - Adult participation in sport and active recreation -20.5% - well below target</p> <p>Road traffic accidents remain low in general for Torbay. There has been an increase since 2010 in the number of people killed or seriously injured. There is no data to suggest there is any specific cause for this increase in recent years.</p> <p>More 20 mile an hour zones have been introduced around schools which have significantly reduced risks outside schools. Working closely with the police on education has delivered a higher awareness of risk. These include joint road-shows for road safety and programmes, such as courses for elderly drivers etc. (see http://corp-apps1/sparnet/default.aspx for performance indicators related to road safety.</p>
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Protecting the vulnerable: Invest in early intervention and prevention to reduce the number of children and families experiencing complex problems

	Update Position (November 2014)
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • With partners, using the principles of Early Intervention and Early Prevention in supporting communities • Engaging with communities in rolling out locality working and community budgets as part of localism • Supporting families with young children through universal services such as children’s centres • Continuing to work with our partner agencies to support families in need • Developing of an Intensive Family Support Service (IFSS) to support families with complex needs • Providing targeted support to families through the Family Intervention Project (FIP) • Implementing Community Budgets to support families with complex needs • Supporting people to improve their skills and confidence to gain employment <p>Measures or success;</p> <ul style="list-style-type: none"> • Improved school attendance • Successful delivery of payments by results for families with complex needs <p>We will also play our part in working with other agencies to;</p> <ul style="list-style-type: none"> • Reduce the teenage conception rate • Keep levels of crime and anti-social behaviour low • Reduce the number of people claiming out of work benefit payments • Deliver reductions in the cost of families with complex problems to the public purse 	

Protecting the vulnerable: Protect the most vulnerable people from avoidable harm or abuse

	Update Position (November 2014)
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • Continuing to improve Children and Adults Safeguarding • Improving our support for vulnerable children • Improving our assessment processes for children at risk • Ensuring staff are clear about what to do when faced with an incident of abuse or where they suspect that a vulnerable adult is being abused or neglected • Implementing evidence based programmes that have been proved to work in tackling the causes of social problems rather than simply dealing with their consequences • Working effectively with key partners in information sharing and delivery <p>Measures for success;</p> <ul style="list-style-type: none"> • Continue to improve the timeliness of initial and core assessments for children and young people referred to Children's Services • Reduce the number of children and young people who are subject to a Child Protection Plan or become Looked After • Continue to increase in the timeliness of placements for children in care who were placed for adoption • Reduce the numbers of children subject to a Child Protection Plan for a second or subsequent time 	<p>Adults safeguarding undertook a peer review in order to review practice and have external challenge. There is a follow up set of actions which are being developed through the Safeguarding Adults Board. The report and the focus on safeguarding will be through the HWBB as well as DASS and lead member.</p> <p>- Adult Safeguarding is also being reviewed through our preparation for the Care Act. This welcome legislation puts Safeguarding for adults within a new legal framework.</p> <p>-Adults services are working with public health and partners to ensure prevention and early interventions are part of our way of doing things. A formal prevention strategy has been adopted and partners in the NHS continue to work together on achieving ambitions as a pioneer of further integration and with and Integrated Care Organisation (ICO) as the provider at the heart of that enterprise.</p> <p>Information governance and joined up ICT are part of the work streams of joined up services.</p>

Protecting the vulnerable: In adult social care, offer greater personalisation for service users and support residents to live healthy and independent lives

	<p>Update Position (November 2014)</p>
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • ‘Self Directed Support’ enabling individuals who are assessed as having social care support needs to have a clear, up front allocation of money that they can use to design and purchase the support they need • Supporting people to retain their independence, allowing them to live in their own homes for longer. • Through short term intervention, helping people recover the skills and confidence they need to stay in their home longer <p>Measures for success;</p> <ul style="list-style-type: none"> • A reduction in the number of people placed in residential and nursing homes • People feel involved in the delivery of their own care • An improvement in the quality of people’s lives • Carers feel they are supported 	<p>Adult services continue to focus on enabling those who wish to have a personal budget, and to have a direct payment when wanted. Our policy focus continued to be around personalisation. So Mrs Smith achieves what matters to her.</p> <p>2 services have been or are in the process of being re-commissioned. The joint equipment service supports people in their own home, and the Living Well At Home Contract will focus on achieving and co-producing outcomes that Mrs Smith wants. This will align with the requirements of the Care Act.</p> <p>The provider focus is on re-ablement and we continue to support people to live at home for as long as possible if that is their choice. The work with family and volunteer sector and forms of natural community support will be enhanced by the ‘aging well’ programme, which will have a variety of approaches to combating social isolation for older people.</p> <ul style="list-style-type: none"> • The number of permanent residential placements in the contract with the trust specifies a 6% reduction and we remain on target. The strategy is to support people at home with natural systems of support in the first instance. • In response to the question “Overall how satisfied or dissatisfied are you with the care and support services you receive?” 88% of service users in Torbay who completed the standard questionnaire were satisfied or better, the national average was 91%. - Torbay is placed in the top quartile for users being very or extremely satisfied. 96% of service users with a learning disability were satisfied or better, compared to 93% nationally. This places Torbay in the top quartile. (Source 2014 Adult Social Care Survey). • “Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?” 49% of service users in Torbay answered good or better, the national average was 57%. (Bottom quartile). 90% of services users in Torbay with a learning disability answered good or better, the national average was 82%. (Top Quartile)(Source 2014 Adult Social Care Survey). • “Do care and support services help you to have a better quality of life?” 89% of service users in Torbay answered yes, compared to 90% nationally. (Third quartile) (Source 2014 Adult Social Care Survey). • 48% of carers in Torbay stated that they feel they have encouragement and support, the national average was 43%. (Top quartile) (Source 2012-13 Carers Survey).

	Update Position (November 2014)
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • Monitoring the TOR2 contract for improved recycling, waste and clean streets • Generating income to support the delivery of priority services • Carrying out an urgent review of grants and loans to businesses and voluntary sector organisations • Ensuring that funding is subject to service level agreements supporting the delivery of Council priorities • Ensuring that sustainable business plans are developed for Torbay Coast and Countryside Trust and the Riviera International Conference Centre <p>Measures for success;</p> <ul style="list-style-type: none"> • Achieving reductions in expenditure and continuing to provide services in our priority areas 	<p>From performance management information provided by TOR2 which is audited by Torbay council responses for fly tipping, sharps collection and graffiti removal are consistently above the service targets.</p> <p>Random sample inspections of overflowing bins also indicate the target of no more than 5% of bins overflowing is consistently achieved.</p> <p>Street cleansing standards have been maintained in high profile and town centre areas, however they have declined, partly due to budget cuts, in residential areas.</p> <p>As part of each Directorate's service and financial planning generating income is an important part of ensuring resources are delivered to priority services. Examples include:</p> <ul style="list-style-type: none"> - the successful development of Beach Chalets - an increase in the amount of capital receipts generated in the last year to support the capital plan. - successful bids for grant funding which have ensured significant amounts of income has and will be invested within the Bay (Coastal Communities Fund for , Riviera Renaissance to support the creation of jobs in the Bay, successful bids for transport schemes to Local Enterprise Partnership) - maximising income generation from support services in providing services to non council activities. - maximising income generation from registrars - maximising income by utilising changes in government legislation -,i.e. Community Safety) - new income sources from events i.e. the Fair, the Wheel. - income generation from concessions. <p>The council is not actively pursuing a policy for the payment of or consideration of loans to organisations due to the risks involved, the associated costs, legal issues and due to the current financial climate within local government. Any consideration is made on an exceptional basis and subject to strict criteria.</p> <p>Financial resources are provided to voluntary sector organisations both in terms of grant funding and through formal contracts. These are reviewed by the appropriate Directorate.</p> <p>The council has in place a number of contracts which sets out service performance standards to delivery council objectives. Examples include ERTC, Action for Children, Children's Society, South Devon Health and NHS Trust, Healthwatch and the Community Development Trust (CDT).</p> <p>The council's SPAR system holds performance monitoring data with respect to ERTC, Museums and TCCT. Residents and Visitors hold monthly meetings with each service provider where performance issues are discussed in line with council priorities.</p> <p>Children's Services have agreed contracts with a number of providers such as Children's Society and Action for Children and have signed agreements to comply with grant funding terms and conditions e.g. youth funding. When contracting within specified programmes SLAs exist and are used for evaluation purposes.</p> <p>Community Safety has agreed SLAs in place with Healthwatch and CDT.</p>

	Update Position (November 2014)										
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • Continuing to provide value for money for our communities by: <ul style="list-style-type: none"> ○ Reducing costs/increasing income/improving productivity so increases in council tax are kept low ○ Reviewing the structures of the council so they are still fit for purpose. • Promoting democracy, transparency and civic engagement, and when able to, re-look at the Mayoral System of Governance. • Reviewing contractual arrangements to ensure that they are being delivered effectively in our priority areas as well as providing value for money • Reviewing our own operating structure to reduce back office costs, avoid duplication and increase efficiencies • Promoting and encouraging greater use of online access to Council services by the community • Making effective use of the Council's assets • Where assets are no longer required by the Council, finding alternative uses through sale or lease <p>Measures for success;</p> <ul style="list-style-type: none"> • Reducing the number of offices that the Council operates from • Income from Council assets is maximised • Savings are generated from all our services, including those that are contracted out • Increase in the number of online transactions 	<p>The council is committed to providing high quality services which deliver value for money outcomes to local residents. This is being achieved through the continuous review of services, both front and back office, whilst ensuring resources are directed to priority services.</p> <p>This delivery however needs to be considered in the context of the largest cuts to local government funding in a generation. Due to the size of these reductions the council has had no choice but to reduce services, although efficiencies have and will continue to be made where possible.</p> <p>Despite the challenging financial climate Torbay has been able to freeze its element of the council tax since 2010/11. This has ensured that Torbay residents have been protected by not having to pay more in their council tax and reflects Torbay's objective to ensure local residents have not had to take on the burden of reduced government funding.</p> <p>During the last 5 years Torbay has made savings of £46m which is broken down as follows.</p> <table border="0"> <tr> <td>14/15</td> <td>£12.1m *</td> </tr> <tr> <td>13/14</td> <td>£9.3m *</td> </tr> <tr> <td>12/13</td> <td>£9.4m *</td> </tr> <tr> <td>11/12</td> <td>£9.6m of which £3.9m were efficiencies</td> </tr> <tr> <td>10/11</td> <td>£6.0m of which £4.8m were efficiencies</td> </tr> </table> <p>* Torbay Council stopped distinguishing between savings and efficiencies from 12/13 when the significant cuts in central government funding kicked in.</p> <p>With regard to significant efficiencies, the council has recently rationalised its administrative offices exiting from Roebuck House, Vaughan Parade, Union House, Commerce House (the final move out will take place early next year), Pearl Assurance and various Paignton offices. Other examples include channel shifting from expensive face to face transactions to the Council's call centre and internet services.</p> <p>The council has also aggressively disposed of surplus assets and capital receipts for the last 5 years total £5.7m. These receipts have been used to finance the existing capital plan priorities and reduce borrowing.</p>	14/15	£12.1m *	13/14	£9.3m *	12/13	£9.4m *	11/12	£9.6m of which £3.9m were efficiencies	10/11	£6.0m of which £4.8m were efficiencies
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Spending less money to greater effect: Make tough choices through disinvestment in low priority areas

	<p>Update Position (November 2014)</p>
<p>We will achieve this through;</p> <ul style="list-style-type: none"> • Ensuring that our priority areas are supported by evidence from the Joint Strategic Needs Assessment • Reviewing all of our services to ensure they are focusing on the Council's priorities • Continuously reviewing of services and business plans • Where a service or parts of a service do not support delivery of our priorities, engaging with the community with a view to making changes to service delivery, or to stop that activity <p>Measures for success;</p> <ul style="list-style-type: none"> • An up to date Joint Strategic Needs Assessment published annually • Members of the community, including service users are involved in re-shaping and delivery of services 	<p>Our work to deliver an integrated Adult Service is ongoing through the ICO and closer collaboration with Torbay Hospital, the Care Trust and CCG.</p> <p>The council has recently been successful in its Pioneer Bid. South Devon and Torbay already has well-co-ordinated or integrated health and social care but as a Pioneer site it now has plans to offer people joined up care across the whole spectrum of services, by including mental health and GP services.</p> <p>The latest Annual JSNA is about to be published and a wide range of delivery partners not only engaged in the design of services but the delivery.</p> <p>A Community Development Trust has been created and the council is funding the development of a Retail and Tourism Business Improvement District.</p> <p>Significant reshaping and investment action plans are also on-going in Children's Services and the Place Directorate as a consequence of business plan reviews and changing financial circumstances.</p>